Chapter 01

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

**True / False Questions**

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| 1. | The career of Mary Barra, CEO of General Motors, demonstrates that a key to career growth is the ability to spend money.  True    False |

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| 2. | Employees can be taught how to be exceptional managers.  True    False |

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| 3. | Management includes the pursuit of organizational goals efficiently and effectively.  True    False |

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| 4. | At times, to be efficient in management means not using resources the most cost-effectively.  True    False |

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| 5. | Effectiveness mean to use resources—people, money, raw materials, and the like—wisely and cost-effectively.  True    False |

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| 6. | Having airline representatives apologize for service difficulties is efficient, but it's not effective when customers are angry and less inclined to continue doing business.  True    False |

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| 7. | Good managers create value.  True    False |

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| 8. | Lower-level managers typically make less than $10 million in their lifetime, but they do earn fairly good incomes compared with most workers.  True    False |

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| 9. | Studying management is likely to help you understand how to deal with organizations from the outside, relate to your supervisors, interact with coworkers, and manage yourself in the workplace.  True    False |

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| 10. | As a customer, the only way of improving our understanding of how to deal with organizations is by talking directly with companies, not by studying management.  True    False |

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| 11. | One of challenges of management is that problems and scenarios are seldom similar, so managers are not able to use past products and accomplishments as indicators of future success.  True    False |

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| 12. | Most managers are not in a position to be a mentor to others.  True    False |

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| 13. | The ideal state that many people seek is an emotional zone somewhere between excitement and anxiety.  True    False |

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| 14. | Organizations can gain a competitive advantage simply by matching their competition in terms of cutting costs and responsiveness to employees.  True    False |

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| 15. | When managing for competitive advantage, the first "law" of business is "take care of the employees."  True    False |

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| 16. | Taking care of the customer is not as vital for nonprofit organizations compared to for-profit businesses.  True    False |

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| 17. | In business, innovation is defined as seeking ways to deliver less costly goods but in similar ways because change can hurt employee morale.  True    False |

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| 18. | In organizations today, the emphasis is on efficiency, as companies strive to produce goods or services as quickly as possible using as few employees and raw materials as possible.  True    False |

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| 19. | Today nearly one in six American workers is foreign-born.  True    False |

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| 20. | Since verbal expressions and gestures don't have the same meaning to everyone throughout the world, not understanding such differences can affect how well organizations manage globally.  True    False |

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| 21. | The intranet is a global network of independently operating but interconnected computers, linking hundreds of thousands of smaller networks around the world.  True    False |

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| 22. | The illegal buying and selling of goods or services over computer networks is known as e-commerce.  True    False |

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| 23. | For managers, one of the problems with e-business is that it increases the cost of communication.  True    False |

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| 24. | *E-mail* is the term for electronic-mail messages and documents transmitted over a computer network.  True    False |

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| 25. | Project management software allows customers to request a company to supply their product or service by a particular technician at a requested time and price.  True    False |

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| 26. | A problem for managers typically associated with interconnected databases is the high cost of this type of system.  True    False |

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| 27. | One advantage of e-business is that managers can require employees and teams to work at certain times, and require employees to work at the same location.  True    False |

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| 28. | Telecommuting is seldom utilized by organizations because of the high costs resulting from travel and other expenses associated with meeting in groups on a regular basis.  True    False |

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| 29. | Videoconference meetings use video, audio links, and computers that allow people globally to see, hear, and talk with one another.  True    False |

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| 30. | Synergy computing involves using state-of-the-art computer software and hardware to help people work better together.  True    False |

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| 31. | Knowledge management is an industry system that customers and potential customers can utilize to acquire pricing and other information about industry products, discounts, and companies.  True    False |

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| 32. | Over the last 10 years, business crime has all but disappeared, thanks to technological oversight.  True    False |

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| 33. | Unsustainable business practices have resulted from an often accepted notion that natural resources are limitless.  True    False |

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| 34. | Having fewer meetings and the feeling of increased respect are typical reasons that many people want to become a manager.  True    False |

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| 35. | Working as a manager can provide a positive path to a meaningful life.  True    False |

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| 36. | The "management functions" are sometimes called the "six management parts."  True    False |

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| 37. | When Paul, a new restaurant owner, is determining which products to offer on his menu, he is involved in the management function of planning.  True    False |

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| 38. | Controlling is the arranging of jobs, people, and other resources to accomplish tasks and responsibilities.  True    False |

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| 39. | George is developing a new employee schedule for his lawn care service due to the increase in business during the summer. While doing this, George is involved in organizing.  True    False |

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| 40. | Susan, a district manager for a large retail chain, is comparing the goals of her stores with recent sales. She knows that two stores are underperforming, so she plans on meeting with those managers to discuss corrective action; this process is the controlling managerial function.  True    False |

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| 41. | When Greg meets regularly with his workers to provide encouraging words so they work hard to achieve the company's goals, he is engaged in the management function of controlling.  True    False |

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| 42. | Martina recently met with her manager, Omari, who spent time motivating her by showing Martina how important she is to the company's success. Martina is now excited to do her part to help the company achieve its goals. Omari was performing the management function known as leading.  True    False |

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| 43. | According to management theorist Peter Drucker, "knowledge workers" are analogous to conductors in a symphony.  True    False |

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| 44. | The traditional organizational model is most often represented by a tree, where leaders are at the root, with layers of employees above.  True    False |

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| 45. | There are two levels of management in an organization: top and first-line.  True    False |

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| 46. | Tanesha, a middle manager, is responsible for the strategic long-term decisions about the overall direction of her company, and she initializes the corporate goals, policies, and strategies.  True    False |

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| 47. | Robert is a district manager who oversees several store managers in a national chain of restaurants. Robert reports directly to the vice president of stores and marketing, a member of top management. Robert is a middle manager.  True    False |

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| 48. | Don, a middle manager, directly supervises the nonmanagerial personnel who work on the factory production line.  True    False |

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| 49. | The vice president of human resources is a first-line manager.  True    False |

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| 50. | The departments in a retail department store are managed by the general manager.  True    False |

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| 51. | The primary purpose of a nonprofit organization is to make a profit and offer services to many clients.  True    False |

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| 52. | Mintzberg proposed that managers utilize written communication more than verbal because of the possible confusion of the latter.  True    False |

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| 53. | Mintzberg's research found that managers typically work about 40 hours, and less than 30 hours is not unheard of.  True    False |

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| 54. | The work time for most managers typically consists of long periods during the day that are uninterrupted.  True    False |

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| 55. | One of the easier components of management is time and task management.  True    False |

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| 56. | Mintzberg concluded that managers play three broad types of roles: interpersonal, analytical, and critical.  True    False |

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| 57. | Acting on impulses regularly, working on several items simultaneously rather than focusing on one task, and dealing with distractions as they arise are characteristics of good executive functioning.  True    False |

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| 58. | In their three informational roles as monitor, disseminator, and spokesperson, managers receive and communicate information with other people inside and outside the organization.  True    False |

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| 59. | The three interpersonal managerial roles include figurehead, leader, and liaison activities.  True    False |

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| 60. | Entrepreneurship means reducing or avoiding many of the possible risks associated with creating a new enterprise.  True    False |

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| 61. | Extrapreneurists, internalists, venture capitalists, and angel developers are the four types of Entrepreneurship.  True    False |

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| 62. | Entrepreneurial companies have been called "gazelles" for the two attributes that make them successful: speed and agility.  True    False |

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| 63. | Both entrepreneurs and managers have a high need for achievement and a strong belief in personal control of destiny.  True    False |

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| 64. | Opportunity entrepreneurs are those who start their own business because they lost a job.  True    False |

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| 65. | Robert Katz proposed that through strong observation, managers acquire conceptual and human skills.  True    False |

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| 66. | Having required technical skills is most important among managers at the lower levels.  True    False |

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| 67. | Human skills are the least important skill for top managers.  True    False |

**Multiple Choice Questions**

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| 68. | One way to think of management is \_\_\_.

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| A.  | efficiency in motion |

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| B.  | the science of helping people |

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| C.  | the science of accomplishing things |

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| D.  | the art of getting things done through people |

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| E.  | the science of synergy |

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| 69. | Don works diligently to accomplish the company goals in an efficient and effective manner, utilizing his employees through planning, organizing, leading, and controlling company resources. Don is \_\_\_.

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| A.  | developing synergy |

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| B.  | delegating |

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| C.  | entrepreneuring |

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| D.  | managing |

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| E.  | vision planning |

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| 70. | At ABC Manufacturing, employees work together to achieve the company goals and purposes. This describes \_\_\_.

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| A.  | ad hoc teams |

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| B.  | an organization |

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| C.  | visionaries |

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| D.  | stretch goals |

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| E.  | a force |

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| 71. | Tom, a restaurant general manager, carefully watches his costs by reusing some items that in the past were immediately thrown away. Tom is an example of a(n) \_\_\_\_\_ manager.

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| A.  | effective |

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| B.  | diverse |

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| C.  | detail |

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| D.  | efficient |

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| E.  | macro |

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| 72. | Greg, a supervisor, is known by his managers to be sharp in his decisions and has a good track record of meeting his goals; Greg is a(n) \_\_\_\_ manager.

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| A.  | effective |

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| B.  | diverse |

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| C.  | detail |

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| D.  | efficient |

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| E.  | macro |

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| 73. | *Management* is defined as the pursuit of organizational goals \_\_\_\_.

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| A.  | efficiently and effectively |

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| B.  | correctly and with synergy |

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| C.  | economically |

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| D.  | efficiently and in a detailed-oriented manner |

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| E.  | with passion and effectiveness |

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| 74. | The multiplier effect states that a manager's influence on the organization \_\_\_.

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| A.  | has implications far beyond the results that can be achieved by one person acting alone |

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| B.  | is felt repeatedly for many days |

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| C.  | can have great and continual cost implications |

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| D.  | also results in large consequences for employees' families |

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| E.  | can result in many types of company diversity |

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| 75. | The rarest and most precious resource in business according to *Fortune* magazine is \_\_\_.

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| A.  | financial capital |

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| B.  | skilled and effective managers |

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| C.  | quality, low-cost equipment |

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| D.  | healthy workers |

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| E.  | workers and managers |

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| 76. | Those who study management will understand how to \_\_\_.

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| A.  | relate to their managers and deal with organizations from the outside |

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| B.  | better manage money |

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| C.  | relate to coworkers and deal with technology |

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| D.  | sell their product |

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| E.  | counsel workers on personal and family issues |

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| 77. | Becoming a manager offers \_\_\_.

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| A.  | few rewards due to the large amount of stress |

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| B.  | many rewards apart from money and status |

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| C.  | an individual to be exempt from some current laws |

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| D.  | an individual to not have to stretch his or her abilities |

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| E.  | little apart from money and status |

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| 78. | Two of the primary challenges facing managers today are \_\_\_\_.

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| A.  | dealing with employee issues and maintaining good records |

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| B.  | dealing with the lack of information and union problems |

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| C.  | dealing with union and financial issues |

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| D.  | managing for a competitive advantage and diversity |

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| E.  | dealing with ethical dilemmas and decreasing diversity |

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| 79. | Samuel, a marketing manager, recently attended a management workshop where he learned of Mihaly Csikzentmihalyi's view that the ideal state that many people seek is \_\_\_.

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| A.  | between a high and low pay rate |

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| B.  | a point of little working and more relaxing |

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| C.  | an emotional zone somewhere between boredom and anxiety |

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| D.  | where very little work is required |

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| E.  | a high-pressure career that makes an individual stronger |

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| 80. | ABC Manufacturing employs some of the top professionals in its field, and because of their skills and experience, ABC is highly efficient and outperforms its competitors. ABC Manufacturing has a \_\_\_\_ over its competition.

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| A.  | quality mark |

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| B.  | effectiveness advantage |

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| C.  | synergy |

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| --- | --- |
| D.  | leadership dimension |

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| E.  | competitive advantage |

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| 81. | Gregson Production is keenly aware of the need to daily strive to produce goods and services more effectively than its competitors. Therefore, to achieve this standard, Gregson's management strives to \_\_\_\_.

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| A.  | maintain a diverse workforce |

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| B.  | be responsive to employees |

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| C.  | stay involved with the community |

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| D.  | maintain quality and efficiency |

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| E.  | increase its global presence |

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| 82. | As organizations strive to obtain a competitive advantage, taking care of the customer is the \_\_\_\_.

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| A.  | Golden Marketing Rule |

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| B.  | first law of business |

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| C.  | Employee Rule |

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| D.  | Profit-Generating Code |

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| E.  | synergy focus |

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| 83. | Even for nonprofits, sooner or later there will be no organization without \_\_\_\_.

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| A.  | ethical standards |

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| --- | --- |
| B.  | good laws |

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| --- | --- |
| C.  | the Employee Rule |

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| --- | --- |
| D.  | customers |

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| E.  | synergy focus |

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| 84. | The owners of a local restaurant routinely try to develop new menu items and seek better ways of helping their customers; this is an example of \_\_\_.

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| A.  | synergy |

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| B.  | the production objective |

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| C.  | MBO |

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| --- | --- |
| D.  | efficiency |

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| --- | --- |
| E.  | innovation |

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| 85. | Because Ace Development Services is the only company that supplies a critical product for clients, customers of Ace are likely to \_\_\_\_.

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| A.  | put up with poor-quality products |

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| B.  | stop producing products needing the Ace part |

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| C.  | l be more profitable |

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| --- | --- |
| D.  | increase company synergy |

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| E.  | pay lower prices for the Ace parts |

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| 86. | With production today, companies emphasize \_\_\_\_\_.

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| A.  | efficiency |

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| --- | --- |
| B.  | increased synergy |

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| --- | --- |
| C.  | diversity |

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| --- | --- |
| D.  | training |

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| --- | --- |
| E.  | employee happiness |

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| 87. | Today nearly one in six American workers is \_\_\_\_\_.

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| A.  | born in the United States |

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| B.  | born in Canada |

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| C.  | under the age of 18 |

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| D.  | over the age of 65 |

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| E.  | foreign-born |

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| 88. | *New York Times* columnist Thomas Friedman noted that globalization has leveled the competitive playing fields between industrial and emerging-market countries. This phenomenon proposes that \_\_\_\_.

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| A.  | the world is one |

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| B.  | globalism is decreasing |

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| C.  | the world is flat |

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| D.  | world economies are too narrow |

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| E.  | one world government is the answer |

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| 89. | Studies show that dealing with excessive and unimportant e-mail and text messages in the workplace can lead to \_\_\_\_.

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| A.  | decreased employee conflict and stress |

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| B.  | increased productivity |

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| --- | --- |
| C.  | improved morale |

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| --- | --- |
| D.  | synergy |

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| --- | --- |
| E.  | increased employee conflict and stress |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 90. | The discipline concerned with creating computer systems that simulate human reasoning and sensation is known as \_\_\_.

|  |  |
| --- | --- |
| A.  | human simulation |

|  |  |
| --- | --- |
| B.  | simulation production |

|  |  |
| --- | --- |
| C.  | IT simulation |

|  |  |
| --- | --- |
| D.  | artificial intelligence |

|  |  |
| --- | --- |
| E.  | cognitive cloning |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 91. | Using state-of-the-art computer software and hardware to help people work better together is known as \_\_\_\_.

|  |  |
| --- | --- |
| A.  | a strategy database |

|  |  |
| --- | --- |
| B.  | collaborative computing |

|  |  |
| --- | --- |
| C.  | a knowledge base |

|  |  |
| --- | --- |
| D.  | a wisdom system |

|  |  |
| --- | --- |
| E.  | knowledge management |

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| 92. | A national sales organization has implemented a set of training courses on its intranet, with a link that allows employees to find and share answers to questions that arise with customers. This system that allows the sharing of knowledge and information throughout an organization is known as \_\_\_.

|  |  |
| --- | --- |
| A.  | a strategy database |

|  |  |
| --- | --- |
| B.  | knowledge implementation |

|  |  |
| --- | --- |
| C.  | a knowledge base |

|  |  |
| --- | --- |
| D.  | a wisdom system |

|  |  |
| --- | --- |
| E.  | knowledge management |

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| 93. | Shoshanna, the regional manager of a global sales organization, gives freedom to the sales representatives on the amount spent on gifts for prospective Asian and European customers. Shoshanna is managing for \_\_\_\_.

|  |  |
| --- | --- |
| A.  | dilemma resolution |

|  |  |
| --- | --- |
| B.  | global standards |

|  |  |
| --- | --- |
| C.  | international politics |

|  |  |
| --- | --- |
| D.  | ethical standards |

|  |  |
| --- | --- |
| E.  | global diversity |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 94. | When building a new residential development or mall, a national real estate organization typically does not remove many trees, basing its decision on the belief that natural resources are limited and the company must not compromise the ability of future generations to meet its own needs. This philosophy is known as \_\_\_.

|  |  |
| --- | --- |
| A.  | sustainability |

|  |  |
| --- | --- |
| B.  | environmental stimulation |

|  |  |
| --- | --- |
| C.  | natural ethics |

|  |  |
| --- | --- |
| D.  | enviroethics |

|  |  |
| --- | --- |
| E.  | green values |

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| 95. | Being a manager can be one of the greatest avenues to a meaningful life, particularly if the manager \_\_\_\_.

|  |  |
| --- | --- |
| A.  | is working in a diverse culture |

|  |  |
| --- | --- |
| B.  | has a supportive family |

|  |  |
| --- | --- |
| C.  | is working within a supportive or interesting organizational culture |

|  |  |
| --- | --- |
| D.  | likes his or her job |

|  |  |
| --- | --- |
| E.  | works in an organization with a strong training program |

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| 96. | The principal functions of management are \_\_\_.

|  |  |
| --- | --- |
| A.  | executing, planning, organizing, leading |

|  |  |
| --- | --- |
| B.  | scheduling, organizing, leading, staffing, monitoring |

|  |  |
| --- | --- |
| C.  | staffing, planning, motivating, delegating |

|  |  |
| --- | --- |
| D.  | planning, organizing, leading, controlling |

|  |  |
| --- | --- |
| E.  | staffing, planning, leading, delegating |

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| 97. | When the manager of a local restaurant sets goals and then develops a plan on how to achieve them, she is \_\_\_\_.

|  |  |
| --- | --- |
| A.  | planning |

|  |  |
| --- | --- |
| B.  | monitoring |

|  |  |
| --- | --- |
| C.  | delegating |

|  |  |
| --- | --- |
| D.  | organizing |

|  |  |
| --- | --- |
| E.  | staffing |

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| 98. | In February, when Paula, the manager of a landscaping company, is looking at the upcoming need for more workers to handle the increased customers in spring and summer, she is involved with \_\_\_\_.

|  |  |
| --- | --- |
| A.  | planning |

|  |  |
| --- | --- |
| B.  | organizing |

|  |  |
| --- | --- |
| C.  | managing |

|  |  |
| --- | --- |
| D.  | leading |

|  |  |
| --- | --- |
| E.  | controlling |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 99. | At times, customers have an unexpected need and require certain departments, such as production, to change their schedule to meet the demands of the sales department. When Susan, the vice president of marketing, is involved in resolving this conflict, this is an essential part of which management function?

|  |  |
| --- | --- |
| A.  | delegating |

|  |  |
| --- | --- |
| B.  | implementing |

|  |  |
| --- | --- |
| C.  | leading |

|  |  |
| --- | --- |
| D.  | monitoring |

|  |  |
| --- | --- |
| E.  | staffing |

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| 100. | The general manager of a furniture store recently gave a motivational PowerPoint presentation to his employees on the value of being courteous to each customer. This is an example of \_\_\_\_.

|  |  |
| --- | --- |
| A.  | leading |

|  |  |
| --- | --- |
| B.  | delegating |

|  |  |
| --- | --- |
| C.  | upkeep |

|  |  |
| --- | --- |
| D.  | situational control |

|  |  |
| --- | --- |
| E.  | planning |

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| 101. | The district manager of a national fast-food restaurant watches the sales reports for each restaurant daily to compare actual sales with projected sales goals, and then takes corrective action if needed. This function is \_\_\_\_.

|  |  |
| --- | --- |
| A.  | goal setting |

|  |  |
| --- | --- |
| B.  | controlling |

|  |  |
| --- | --- |
| C.  | organizing |

|  |  |
| --- | --- |
| D.  | situational planning |

|  |  |
| --- | --- |
| E.  | motivating |

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| 102. | The vice president of marketing, while meeting with the district sales managers, mentioned that management theorist Peter Drucker compared \_\_\_\_.

|  |  |
| --- | --- |
| A.  | the present economy to that of the Great Depression |

|  |  |
| --- | --- |
| B.  | present politicians to past leaders |

|  |  |
| --- | --- |
| C.  | apples and oranges |

|  |  |
| --- | --- |
| D.  | marketing concepts of this century with the past |

|  |  |
| --- | --- |
| E.  | the workplace of the future to a symphony orchestra |

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| 103. | Elizabeth is a chef and the kitchen manager in an upscale restaurant. She is very knowledgeable in both the culinary and restaurant management fields. Because of these skills, Elizabeth can be considered a(n) \_\_\_\_ worker.

|  |  |
| --- | --- |
| A.  | cognitive |

|  |  |
| --- | --- |
| B.  | focused |

|  |  |
| --- | --- |
| C.  | top-rated |

|  |  |
| --- | --- |
| D.  | MBO |

|  |  |
| --- | --- |
| E.  | knowledge |

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| 104. | Managers are classified into the four levels of \_\_\_\_.

|  |  |
| --- | --- |
| A.  | upper, regional, middle, lower |

|  |  |
| --- | --- |
| B.  | upper, middle, floating, lower |

|  |  |
| --- | --- |
| C.  | top, middle, first-line managers, team leaders |

|  |  |
| --- | --- |
| D.  | top, middle, first-line, advisors |

|  |  |
| --- | --- |
| E.  | upper, board of directors, middle, lower |

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| 105. | Mark, vice president of human resources at Executive Corporation, is a(n) \_\_\_\_ level manager.

|  |  |
| --- | --- |
| A.  | team leader |

|  |  |
| --- | --- |
| B.  | first-line |

|  |  |
| --- | --- |
| C.  | board |

|  |  |
| --- | --- |
| D.  | middle |

|  |  |
| --- | --- |
| E.  | upper |

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| 106. | Felix pays a lot of attention to the environment outside his company, staying alert for long-run opportunities and problems and devising strategies for dealing with them. Felix is a(n) \_\_\_\_ level manager.

|  |  |
| --- | --- |
| A.  | team leader |

|  |  |
| --- | --- |
| B.  | first-line |

|  |  |
| --- | --- |
| C.  | board |

|  |  |
| --- | --- |
| D.  | monitoring |

|  |  |
| --- | --- |
| E.  | upper |

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| 107. | Paula, a plant manager, received an e-mail from the CEO stating that the company will now be focusing on customer service. The e-mail also stated that all plant managers need to implement this policy and coordinate the activities related to this strategy for their lowest-level managers. Paula is a(n) \_\_\_\_ level manager.

|  |  |
| --- | --- |
| A.  | team leader |

|  |  |
| --- | --- |
| B.  | first-line |

|  |  |
| --- | --- |
| C.  | board |

|  |  |
| --- | --- |
| D.  | middle |

|  |  |
| --- | --- |
| E.  | upper |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 108. | Donna manages the service desk and makes routine decisions related to customer refunds and merchandise returns. Donna also oversees the daily tasks of the cashiers and front desk employees. Donna is a(n) \_\_\_\_ manager.

|  |  |
| --- | --- |
| A.  | team leader |

|  |  |
| --- | --- |
| B.  | first-line |

|  |  |
| --- | --- |
| C.  | board |

|  |  |
| --- | --- |
| D.  | middle |

|  |  |
| --- | --- |
| E.  | upper |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 109. | Betty reports to the front desk manager. Betty is responsible for directing the team activities of four cashiers who are responsible for developing a plan to improve customer service. Betty does not have authority over other team members, but she provides guidance, instruction, and direction to them. Betty is a(n) \_\_\_\_.

|  |  |
| --- | --- |
| A.  | lower-level manager |

|  |  |
| --- | --- |
| B.  | team leader |

|  |  |
| --- | --- |
| C.  | advisory manager |

|  |  |
| --- | --- |
| D.  | director of the board |

|  |  |
| --- | --- |
| E.  | top-level manager |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 110. | Donna, vice president of finance, and Bob, vice president of human resources, are \_\_\_\_ managers.

|  |  |
| --- | --- |
| A.  | lower-level |

|  |  |
| --- | --- |
| B.  | team |

|  |  |
| --- | --- |
| C.  | advisory |

|  |  |
| --- | --- |
| D.  | board |

|  |  |
| --- | --- |
| E.  | functional |

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| 111. | Tutors for Students (TFI) is an organization with the purpose of offering tutoring to older students and not making a profit. TFI is an example of a \_\_\_\_ organization.

|  |  |
| --- | --- |
| A.  | nonprofit |

|  |  |
| --- | --- |
| B.  | mutual-benefit |

|  |  |
| --- | --- |
| C.  | commonweal |

|  |  |
| --- | --- |
| D.  | servant |

|  |  |
| --- | --- |
| E.  | for-profit |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 112. | The city fire department offers its services to any individual within its city limits, so even Paul, who is driving through the city on vacation, received assistance with a car fire. The fire department is an example of a \_\_\_ organization.

|  |  |
| --- | --- |
| A.  | servant |

|  |  |
| --- | --- |
| B.  | commonweal |

|  |  |
| --- | --- |
| C.  | for-profit |

|  |  |
| --- | --- |
| D.  | volunteer |

|  |  |
| --- | --- |
| E.  | mutual benefit |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 113. | Josh, a college student, has become very interested in helping his community, so he is interested volunteering in a neighborhood improvement organization. This type of organization is an example of a(n) \_\_\_\_\_\_ organization.

|  |  |
| --- | --- |
| A.  | mutual-benefit |

|  |  |
| --- | --- |
| B.  | for-profit |

|  |  |
| --- | --- |
| C.  | nonprofit |

|  |  |
| --- | --- |
| D.  | advancement |

|  |  |
| --- | --- |
| E.  | green |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 114. | The police chief is meeting with some citizens in his community, where he will discuss the police department's positive service delivery. The success of his organization is measured by \_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | its increased involvement in the community |

|  |  |
| --- | --- |
| B.  | how much money he saved last year |

|  |  |
| --- | --- |
| C.  | its image in the public's eyes |

|  |  |
| --- | --- |
| D.  | its profitability |

|  |  |
| --- | --- |
| E.  | its effectiveness, such as decreased crime |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 115. | Management scholar Henry Mintzberg found that in their workday, managers \_\_\_\_.

|  |  |
| --- | --- |
| A.  | tend to work long hours and rely less on verbal than on written communication |

|  |  |
| --- | --- |
| B.  | have work that is characterized by brevity and routine |

|  |  |
| --- | --- |
| C.  | have work that is characterized by fragmentation, brevity, and variety |

|  |  |
| --- | --- |
| D.  | tend to work long hours at a slow pace |

|  |  |
| --- | --- |
| E.  | tend to work shorter hours and rely more on written than on verbal communication |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 116. | According to management scholar Henry Mintzberg, managers play three roles:

|  |  |
| --- | --- |
| A.  | interpersonal, analytical, professional |

|  |  |
| --- | --- |
| B.  | professional, leader, informational |

|  |  |
| --- | --- |
| C.  | interdependent, monitor, analytical |

|  |  |
| --- | --- |
| D.  | interpersonal, informational, decisional |

|  |  |
| --- | --- |
| E.  | interpersonal, analytical, monitor |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 117. | As a store manager, Liandra has to play the role of negotiator, such as purchasing products at a fair price for her company. As she handles this responsibility, Liandra is playing the \_\_\_\_ role.

|  |  |
| --- | --- |
| A.  | disseminator |

|  |  |
| --- | --- |
| B.  | decisional |

|  |  |
| --- | --- |
| C.  | leadership |

|  |  |
| --- | --- |
| D.  | bargainer |

|  |  |
| --- | --- |
| E.  | interpersonal |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 118. | Greg, the marketing manager, is constantly seeking information about his competition while looking online or speaking to people; this is an example of the \_\_\_ role.

|  |  |
| --- | --- |
| A.  | liaison |

|  |  |
| --- | --- |
| B.  | decisional |

|  |  |
| --- | --- |
| C.  | resource allocator |

|  |  |
| --- | --- |
| D.  | disseminator |

|  |  |
| --- | --- |
| E.  | monitor |

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|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 119. | Raylene, the CEO of a Fortune 500 company, met with business leaders from the local community. Afterwards, she spent time informally answering their questions about the company as part of which managerial role?

|  |  |
| --- | --- |
| A.  | consumerism resource allocator |

|  |  |
| --- | --- |
| B.  | leadership figurehead |

|  |  |
| --- | --- |
| C.  | monitor |

|  |  |
| --- | --- |
| D.  | entrepreneur |

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|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 120. | To maintain a competitive advantage, the top management of a national furniture store made the decision to increase employee training, add rewards that motivate employees, and look at improving procedures related to disciplining workers. These decisions are part of the \_\_\_\_\_\_ role.

|  |  |
| --- | --- |
| A.  | figurehead |

|  |  |
| --- | --- |
| B.  | leadership |

|  |  |
| --- | --- |
| C.  | liaison |

|  |  |
| --- | --- |
| D.  | spokesperson |

|  |  |
| --- | --- |
| E.  | negotiator |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 121. | Melissa, the hotel manager, knows that the number of guests at her hotel has significantly decreased. Therefore, corporate has made it clear that the amount each department can spend on certain items will need to be cut for the year. Melissa needs to work with the hotel department managers on how to cut costs, as a part of her \_\_\_\_\_\_ role.

|  |  |
| --- | --- |
| A.  | monitor |

|  |  |
| --- | --- |
| B.  | disseminator |

|  |  |
| --- | --- |
| C.  | disturbance handler |

|  |  |
| --- | --- |
| D.  | entrepreneur |

|  |  |
| --- | --- |
| E.  | resource allocator |

 |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 122. | The vice president of human resources for a national electronics retailer is meeting with employees of several stores to present information to workers that their stores are closing and how the company will help employees in the future. This task is part of a(n) \_\_\_\_\_\_\_ role.

|  |  |
| --- | --- |
| A.  | spokesperson |

|  |  |
| --- | --- |
| B.  | liaison |

|  |  |
| --- | --- |
| C.  | disseminator |

|  |  |
| --- | --- |
| D.  | entrepreneur |

|  |  |
| --- | --- |
| E.  | transition |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 123. | Rebecca, a department manager, has been dealing with two workers in her department who do not get along. Due to family problems for both employees, today they had a loud argument in the break room. Rebecca is meeting with both to resolve the issues as part of which managerial role?

|  |  |
| --- | --- |
| A.  | monitor |

|  |  |
| --- | --- |
| B.  | resource allocator |

|  |  |
| --- | --- |
| C.  | disturbance handler |

|  |  |
| --- | --- |
| D.  | negotiator |

|  |  |
| --- | --- |
| E.  | spokesperson |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 124. | Maria, the public relations manager of a local library, is meeting with the news media regarding a new reading program for children. Maria is performing the \_\_\_\_\_\_\_ role.

|  |  |
| --- | --- |
| A.  | spokesperson |

|  |  |
| --- | --- |
| B.  | disseminator |

|  |  |
| --- | --- |
| C.  | liaison |

|  |  |
| --- | --- |
| D.  | entrepreneur |

|  |  |
| --- | --- |
| E.  | figurehead |

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|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 125. | One of the reasons Ace Distributors, a local manufacturing company, is considered to be a good place to work is that the managers are expected to encourage and reward their employees for developing new products and ways of improving existing products and services. This policy is an example of managers carrying out the \_\_\_\_\_\_ role.

|  |  |
| --- | --- |
| A.  | talent implementer |

|  |  |
| --- | --- |
| B.  | developer |

|  |  |
| --- | --- |
| C.  | entrepreneur |

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| --- | --- |
| D.  | visionary |

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| --- | --- |
| E.  | improvement |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 126. | Deshawn started a new type of business that provides new and unique services that did not exist before his efforts. This is an example of a(n) \_\_\_\_.

|  |  |
| --- | --- |
| A.  | team leader |

|  |  |
| --- | --- |
| B.  | developer |

|  |  |
| --- | --- |
| C.  | entrepreneur |

|  |  |
| --- | --- |
| D.  | angel capitalist |

|  |  |
| --- | --- |
| E.  | intrapreneur |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 127. | An entrepreneur is best described as \_\_\_.

|  |  |
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| A.  | someone who works inside an existing organization and sees a new product opportunity |

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| --- | --- |
| B.  | a type of intrapreneur |

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| --- | --- |
| C.  | a type of research assistant |

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| --- | --- |
| D.  | someone who takes risks to try to create a new enterprise |

|  |  |
| --- | --- |
| E.  | someone who develops a new enterprise without risks |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 128. | An individual or individuals who work(s) within an existing organization, using personal resources to exploit an opportunity, defines a(n) \_\_\_\_.

|  |  |
| --- | --- |
| A.  | entrepreneur |

|  |  |
| --- | --- |
| B.  | angel investor |

|  |  |
| --- | --- |
| C.  | stockholder |

|  |  |
| --- | --- |
| D.  | venturist |

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| --- | --- |
| E.  | intrapreneur |

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| 129. | When Dave, a restaurant owner, had his seafood business destroyed by Hurricane Katrina, he believed that he was in control of his own destiny and made a decision to rebuild the company. Dave is an individual with a(n) \_\_\_\_.

|  |  |
| --- | --- |
| A.  | external locus of control |

|  |  |
| --- | --- |
| B.  | exit strategy |

|  |  |
| --- | --- |
| C.  | low tolerance for ambiguity |

|  |  |
| --- | --- |
| D.  | internal locus of control |

|  |  |
| --- | --- |
| E.  | inside opportunity |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 130. | Don, an entrepreneur, has typical entrepreneurial characteristics including \_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | self-confidence, belief in personal control of destiny, and high energy level |

|  |  |
| --- | --- |
| B.  | an action orientation, low energy level, and high tolerance for ambiguity |

|  |  |
| --- | --- |
| C.  | a high tolerance for ambiguity, high energy level, and little tolerance for ambiguity |

|  |  |
| --- | --- |
| D.  | self-confidence, little belief in personal control of destiny, little tolerance for ambiguity |

|  |  |
| --- | --- |
| E.  | self-confidence, belief in personal control of destiny, and low need for achievement |

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| 131. | Sally has a high-paying management position with a Fortune 500 company, but she is tired of working for corporate America. So Sally has decided to start a business, and she knows she will be successful as an entrepreneur because entrepreneurs typically \_\_\_.

|  |  |
| --- | --- |
| A.  | have a high need for achievement |

|  |  |
| --- | --- |
| B.  | have little tolerance for risk |

|  |  |
| --- | --- |
| C.  | have an external locus of control |

|  |  |
| --- | --- |
| D.  | have a low need for achievement |

|  |  |
| --- | --- |
| E.  | believe others control their destiny |

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| 132. | After his company closed the retail location he managed, while Tareq interviewed for other management positions, he began a painting business. Tareq is an example of a(n) \_\_\_.

|  |  |
| --- | --- |
| A.  | risk intrapreneur |

|  |  |
| --- | --- |
| B.  | intrapreneur |

|  |  |
| --- | --- |
| C.  | opportunity intrapreneur |

|  |  |
| --- | --- |
| D.  | performance entrepreneur |

|  |  |
| --- | --- |
| E.  | necessity entrepreneur |

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| 133. | Donna received a degree in management and has several years of strong management experience. As a result of her education and experience, researcher Robert Katz believed that Donna acquired which of the following principal skills?

|  |  |
| --- | --- |
| A.  | cognitive, people, technical |

|  |  |
| --- | --- |
| B.  | monitoring, planning, leading |

|  |  |
| --- | --- |
| C.  | planning, leading, conceptual |

|  |  |
| --- | --- |
| D.  | technical, leading, planning |

|  |  |
| --- | --- |
| E.  | technical, conceptual, human |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 134. | Technical skills consist of \_\_\_\_.

|  |  |
| --- | --- |
| A.  | the ability to think analytically |

|  |  |
| --- | --- |
| B.  | the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together |

|  |  |
| --- | --- |
| C.  | job-specific knowledge needed to perform well in a specialized field |

|  |  |
| --- | --- |
| D.  | the ability to work well in cooperation with other people to get things done |

|  |  |
| --- | --- |
| E.  | the ability to think in a logical manner |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 135. | Conceptual skills consist of \_\_\_\_.

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| --- | --- |
| A.  | the ability to think practically |

|  |  |
| --- | --- |
| B.  | the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together |

|  |  |
| --- | --- |
| C.  | the job-specific knowledge needed to perform well in a specialized field |

|  |  |
| --- | --- |
| D.  | the ability to work well in cooperation with other people to get things done |

|  |  |
| --- | --- |
| E.  | the ability to think in a logical manner |

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| 136. | When Randy, a general manager of a national retailer, moved to a different store in his company that was having difficulty, he knew that sales were low and after talking to his employees, he found morale was also low. At first Randy thought attitudes were poor due to low sales, but after working closely with employees, he realized that the poor attitudes were actually the cause of poor sales. Randy was able to discover the cause of the problem by utilizing \_\_\_\_\_\_ skills.

|  |  |
| --- | --- |
| A.  | perceptive |

|  |  |
| --- | --- |
| B.  | conceptual |

|  |  |
| --- | --- |
| C.  | people |

|  |  |
| --- | --- |
| D.  | soft |

|  |  |
| --- | --- |
| E.  | technical |

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| 137. | Because upper management must deal with problems that are ambiguous but that could have far-reaching consequences, \_\_\_\_ skills are particularly important for top managers.

|  |  |
| --- | --- |
| A.  | people |

|  |  |
| --- | --- |
| B.  | conceptual |

|  |  |
| --- | --- |
| C.  | leadership |

|  |  |
| --- | --- |
| D.  | financial |

|  |  |
| --- | --- |
| E.  | technical |

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| 138. | Donna, the office manager, spends a large part of her day working closely with those whom she supervises to successfully accomplish the many tasks she is responsible for. She also works well with other departments to get things done. Donna is exhibiting which type of managerial skill?

|  |  |
| --- | --- |
| A.  | technical |

|  |  |
| --- | --- |
| B.  | sales |

|  |  |
| --- | --- |
| C.  | human |

|  |  |
| --- | --- |
| D.  | partnership |

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| --- | --- |
| E.  | culture |

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| 139. | \_\_\_\_\_\_, or the ability to motivate, to inspire trust and to communicate with others, are important for all levels of management.

|  |  |
| --- | --- |
| A.  | Technical skills |

|  |  |
| --- | --- |
| B.  | Strategic planning |

|  |  |
| --- | --- |
| C.  | Soft skills |

|  |  |
| --- | --- |
| D.  | Training skills |

|  |  |
| --- | --- |
| E.  | Planning and organizing skills |

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**Essay Questions**

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| 140. | What is efficiency? What is effectiveness? Contrast efficiency with effectiveness, giving a real-world example of both.      |

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| 141. | Describe the challenges of managing for globalization. Summarize the challenges of managing for information technology.      |

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| 142. | Describe the challenges of managing for ethical standards.      |

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| 143. | Describe the four managerial functions. Give a specific example of each.      |

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| 144. | List and summarize the four levels of management. Give an example of a task that a manager at each level might perform.      |

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| 145. | Describe the three principal skills that good managers need to work on.      |

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| 146. | List the characteristics that most entrepreneurs have.      |

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| 147. | Define the three types of managerial roles according to Mintzberg.      |

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

**True / False Questions**

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| 1. | The career of Mary Barra, CEO of General Motors, demonstrates that a key to career growth is the ability to spend money.  **FALSE**The ability to take risks—to embrace change and to keep going forward despite fears and internal criticism—is important to any manager's survival, regardless of gender. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 2. | Employees can be taught how to be exceptional managers.  **TRUE**Being an exceptional manager is not exactly a gift, like a musician having perfect pitch. In good part it may be an art. Fortunately, it is one that is teachable. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 4. | At times, to be efficient in management means not using resources the most cost-effectively.  **FALSE**Efficiency is the means of attaining the organization's goals. To be efficient means to use resources such as people, money, and raw materials wisely and cost-effectively. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 5. | Effectiveness mean to use resources—people, money, raw materials, and the like—wisely and cost-effectively.  **FALSE**To be efficient means to use resources such as people, money, and raw materials wisely and cost-effectively. To be effective means to achieve results, to make the right decisions, and to successfully carry them out so they achieve the organization's goals. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 6. | Having airline representatives apologize for service difficulties is efficient, but it's not effective when customers are angry and less inclined to continue doing business.  **TRUE**Airlines handle service complaints by routinely saying "I'm sorry," which may be *efficient* for the airlines—even when the apologies are accompanied by gift cards, credits, and loyalty points—since it's a lot cheaper than, say, adding more reservation agents, flight crews, baggage handlers, and, of course, airplanes. But it's not *effective* if it leaves customers fuming and less inclined to continue doing business. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 7. | Good managers create value.  **TRUE**Good managers create value. The reason is that in being a manager, they have a multiplier effect: their influence on the organization is multiplied far beyond the results that can be achieved by just one person acting alone. |

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| 8. | Lower-level managers typically make less than $10 million in their lifetime, but they do earn fairly good incomes compared with most workers.  **TRUE**Managers farther down in the organization usually don't make as much as CEOs, but they do fairly well compared with most workers. At the lower rungs, managers may make between $35,000 and $60,000 a year; in the middle levels, between $45,000 and $120,000. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: AnalyzeDifficulty: 2 MediumLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 9. | Studying management is likely to help you understand how to deal with organizations from the outside, relate to your supervisors, interact with coworkers, and manage yourself in the workplace.  **TRUE**There are several benefits of studying management that you can use before being a manager. You will better understand how to deal with organizations from the outside, how to relate to your supervisors, how to interact with coworkers, and how to manage yourself in the workplace. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 10. | As a customer, the only way of improving our understanding of how to deal with organizations is by talking directly with companies, not by studying management.  **FALSE**Studying management is likely to help you understand how to deal with organizations from the outside. Since we all are in constant interaction with all kinds of organizations, it helps to understand how they work and how the people in them make decisions. Such knowledge may give you some defensive skills that you can use in dealing with organizations as a customer or investor. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: AnalyzeDifficulty: 2 MediumLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 11. | One of challenges of management is that problems and scenarios are seldom similar, so managers are not able to use past products and accomplishments as indicators of future success.  **FALSE**There are many rewards, apart from those of money and status, to being a manager. One of these is that you can build a catalog of successful products or services. Every product or service you provide becomes a monument to your accomplishments. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 12. | Most managers are not in a position to be a mentor to others.  **FALSE**By the very fact of being a manager, you are in a unique position to be a mentor to others. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Management* |

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

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 15. | When managing for competitive advantage, the first "law" of business is "take care of the employees."  **FALSE**Responsiveness to the customer is part of managing for competitive advantage. The first law of business is take care of the customer. Without customers, whatever they might be called, sooner or later there will be no organization. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 16. | Taking care of the customer is not as vital for nonprofit organizations compared to for-profit businesses.  **FALSE**Nonprofit organizations are well advised to be responsive to their "customers," too, whether they're called citizens, members, students, patients, voters, rate-payers, or whatever, since they are the justification for the organizations' existence. |

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| 17. | In business, innovation is defined as seeking ways to deliver less costly goods but in similar ways because change can hurt employee morale.  **FALSE**Finding ways to deliver new or better goods or services is called innovation. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 18. | In organizations today, the emphasis is on efficiency, as companies strive to produce goods or services as quickly as possible using as few employees and raw materials as possible.  **TRUE**A generation ago, organizations rewarded employees for their length of service. Today, however, the emphasis is on efficiency: companies strive to produce goods or services as quickly as possible using as few employees (and raw materials) as possible. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 19. | Today nearly one in six American workers is foreign-born.  **TRUE**Today nearly one in six American workers is foreign-born, the highest proportion since the 1920s. But greater changes are yet to come. By mid-century, the mix of American racial or ethnic groups will change considerably, with the United States becoming half (54%) racial or ethnic minority. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 20. | Since verbal expressions and gestures don't have the same meaning to everyone throughout the world, not understanding such differences can affect how well organizations manage globally.  **TRUE**Gestures and symbols don't have the same meaning to everyone throughout the world, so not understanding such differences can affect how well organizations manage globally. For example, in Greece the hand-waving gesture commonly used in the U.S. for goodbye is considered an insult. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 21. | The intranet is a global network of independently operating but interconnected computers, linking hundreds of thousands of smaller networks around the world.  **FALSE**The Internet is the global network of independently operating but interconnected computers, linking hundreds of thousands of smaller networks around the world. |

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| *AACSB: TechnologyAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 22. | The illegal buying and selling of goods or services over computer networks is known as e-commerce.  **FALSE**E-commerce, or electronic commerce, is the buying and selling of goods or services over computer networks. |

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| *AACSB: TechnologyAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 23. | For managers, one of the problems with e-business is that it increases the cost of communication.  **FALSE**Information technology has facilitated e-business, which is using the Internet to facilitate every aspect of running a business. The Internet is a tool that dramatically lowers the cost of communication. That means it can radically alter any industry or activity that depends heavily on the flow of information. |

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| *AACSB: TechnologyAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 24. | *E-mail* is the term for electronic-mail messages and documents transmitted over a computer network.  **TRUE***E-mail* is the term for electronic-mail messages and documents transmitted over a computer network. |

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| *AACSB: TechnologyAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 25. | Project management software allows customers to request a company to supply their product or service by a particular technician at a requested time and price.  **FALSE**Project management software is a program for planning and scheduling the people, costs, and resources to complete a project on time. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 26. | A problem for managers typically associated with interconnected databases is the high cost of this type of system.  **FALSE**The Internet, with its huge, interconnected databases made up of computerized collections of interrelated files, can overwhelm us with information, much of it useful, much of it not. The challenge for managers is how to deal with this massive amount of data. |

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| *AACSB: TechnologyAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 27. | One advantage of e-business is that managers can require employees and teams to work at certain times, and require employees to work at the same location.  **FALSE**With computers and telecommunications technology, organizations and teams become "virtual"; they are no longer as bound by time zones and locations. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 28. | Telecommuting is seldom utilized by organizations because of the high costs resulting from travel and other expenses associated with meeting in groups on a regular basis.  **FALSE**Telecommuting lowers costs as employees work from home or remote locations using a variety of information technologies. |

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| *AACSB: TechnologyAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 29. | Videoconference meetings use video, audio links, and computers that allow people globally to see, hear, and talk with one another.  **TRUE**Meetings may be conducted via videoconferencing using video and audio links along with computers to let people in different locations see, hear, and talk with one another. |

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| *AACSB: TechnologyAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 30. | Synergy computing involves using state-of-the-art computer software and hardware to help people work better together.  **FALSE**Collaborative computing, using state-of-the-art computer software and hardware, will help people work better together. |

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| *AACSB: TechnologyAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 31. | Knowledge management is an industry system that customers and potential customers can utilize to acquire pricing and other information about industry products, discounts, and companies.  **FALSE**Knowledge management is the implementing of systems and practices to increase the sharing of knowledge and information throughout an organization. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 32. | Over the last 10 years, business crime has all but disappeared, thanks to technological oversight.  **FALSE**Bernard Madoff is but one of a long list of famous business scoundrels of the early 21st century. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 33. | Unsustainable business practices have resulted from an often accepted notion that natural resources are limitless.  **TRUE**Our economic system has brought prosperity, but it has also led to unsustainable business practices because it has assumed that natural resources are limitless, which they are not. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Sustainability* |

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| 34. | Having fewer meetings and the feeling of increased respect are typical reasons that many people want to become a manager.  **FALSE**Many people simply don't find being a manager fulfilling. They may complain that they have to go to too many meetings, that they can't do enough for their employees, that they are caught in the middle between bosses and subordinates. They may feel, at a time when Dilbert cartoons have created such an unflattering portrayal of managers, that they lack respect. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Management* |

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| 35. | Working as a manager can provide a positive path to a meaningful life.  **TRUE**Being a manager can be one of the greatest avenues to a meaningful life, particularly if you are working within a supportive or interesting organizational culture. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Management* |

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| 36. | The "management functions" are sometimes called the "six management parts."  **FALSE**The four management functions—planning, organizing, leading, and controlling—are also called the management process. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Management* |

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| 37. | When Paul, a new restaurant owner, is determining which products to offer on his menu, he is involved in the management function of planning.  **TRUE***Planning* is defined as setting goals and deciding how to achieve them. An owner and manager must decide the best way to accomplish this. For example, he or she must ask which of several possible food items should be offered. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Planning* |

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| 38. | Controlling is the arranging of jobs, people, and other resources to accomplish tasks and responsibilities.  **FALSE***Organizing* is defined as arranging tasks, people, and other resources to accomplish the work. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Organizing* |

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| 39. | George is developing a new employee schedule for his lawn care service due to the increase in business during the summer. While doing this, George is involved in organizing.  **TRUE***Organizing* is defined as arranging tasks, people, and other resources to accomplish the work. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Organizing* |

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| 40. | Susan, a district manager for a large retail chain, is comparing the goals of her stores with recent sales. She knows that two stores are underperforming, so she plans on meeting with those managers to discuss corrective action; this process is the controlling managerial function.  **TRUE***Controlling* is defined as monitoring performance, comparing it with goals, and taking corrective action as needed. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Controlling* |

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| 41. | When Greg meets regularly with his workers to provide encouraging words so they work hard to achieve the company's goals, he is engaged in the management function of controlling.  **FALSE***Leading* is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Leading* |

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| 42. | Martina recently met with her manager, Omari, who spent time motivating her by showing Martina how important she is to the company's success. Martina is now excited to do her part to help the company achieve its goals. Omari was performing the management function known as leading.  **TRUE***Leading* is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Leading* |

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| 43. | According to management theorist Peter Drucker, "knowledge workers" are analogous to conductors in a symphony.  **FALSE**The workplace of the future may resemble a symphony orchestra, famed management theorist Peter Drucker said. Employees, especially so-called knowledge workers, those who have a great deal of technical skills, can be compared to concert musicians. Their managers can be seen as conductors. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Management* |

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| 44. | The traditional organizational model is most often represented by a tree, where leaders are at the root, with layers of employees above.  **FALSE**The traditional organizational model is pyramid-like, where one leader sits at the top, with layers of managers beneath. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Management* |

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| 45. | There are two levels of management in an organization: top and first-line.  **FALSE**Managers of an organization may be classified into four levels: top, middle, first-line, and team leaders. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Top-level management* |

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| 46. | Tanesha, a middle manager, is responsible for the strategic long-term decisions about the overall direction of her company, and she initializes the corporate goals, policies, and strategies.  **FALSE**Top managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Top-level management* |

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| 47. | Robert is a district manager who oversees several store managers in a national chain of restaurants. Robert reports directly to the vice president of stores and marketing, a member of top management. Robert is a middle manager.  **TRUE**Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. In the for-profit world, the titles may be "division head," "plant manager," and "branch sales manager." |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Middle level management* |

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| 48. | Don, a middle manager, directly supervises the nonmanagerial personnel who work on the factory production line.  **FALSE**Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of nonmanagerial personnel. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: First-line management* |

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| 49. | The vice president of human resources is a first-line manager.  **FALSE**If your title is vice president of production, director of finance, or administrator for human resources, you are a functional manager. A functional manager is responsible for just one organizational activity. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Functional Manager* |

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| 50. | The departments in a retail department store are managed by the general manager.  **TRUE**A general manager may oversee several departments, such as production and finance and human resources. A general manager is responsible for several organizational activities. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: General Manager* |

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| 51. | The primary purpose of a nonprofit organization is to make a profit and offer services to many clients.  **FALSE**Nonprofit organizations' main purpose is to offer services to some clients, not to make a profit. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Management* |

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| 52. | Mintzberg proposed that managers utilize written communication more than verbal because of the possible confusion of the latter.  **FALSE**A manager relies more on verbal than on written communication. Writing letters, memos, and reports takes time. Most managers in Mintzberg's research tended to get and transmit information through telephone conversations and meetings. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 53. | Mintzberg's research found that managers typically work about 40 hours, and less than 30 hours is not unheard of.  **FALSE**According to Mintzberg's research, long hours at work are standard for managers, with 50 hours being typical and up to 90 hours not unheard of. Since then, a 1999 survey by John P. Kotter of the Harvard Business School found that the general managers he studied worked just under 60 hours per week. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 54. | The work time for most managers typically consists of long periods during the day that are uninterrupted.  **FALSE**The executive's work time has been characterized as "the interrupt-driven day" and many managers, such as GM's Mary Barra—are often in their offices by 6 a.m., so that they will have a quiet period in which to work undisturbed. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 55. | One of the easier components of management is time and task management.  **FALSE**It is clear from Mintzberg's work that both time and task management are major challenges for every manager. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 56. | Mintzberg concluded that managers play three broad types of roles: interpersonal, analytical, and critical.  **FALSE**From his observations and other research, Mintzberg concluded that managers play three broad types of roles or "organized sets of behavior": interpersonal, informational, and decisional. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 57. | Acting on impulses regularly, working on several items simultaneously rather than focusing on one task, and dealing with distractions as they arise are characteristics of good executive functioning.  **FALSE**Executive functioning includes the ability to focus your thoughts, control your impulses, and avoid distractions. You can drive yourself crazy trying to multitask and answer every e-mail message instantly, or you can recognize your brain's finite capacity for processing information. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 58. | In their three informational roles as monitor, disseminator, and spokesperson, managers receive and communicate information with other people inside and outside the organization.  **TRUE**In their three informational roles as monitor, disseminator, and spokesperson, managers receive and communicate information with other people inside and outside the organization. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 59. | The three interpersonal managerial roles include figurehead, leader, and liaison activities.  **TRUE**In their interpersonal roles, managers interact with people inside and outside their work units. The three interpersonal roles include figurehead, leader, and liaison activities. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 60. | Entrepreneurship means reducing or avoiding many of the possible risks associated with creating a new enterprise.  **FALSE**Entrepreneurship is the process of taking risks to try to create a new enterprise. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: AnalyzeDifficulty: 2 MediumLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Entrepreneurship* |

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| 61. | Extrapreneurists, internalists, venture capitalists, and angel developers are the four types of Entrepreneurship.  **FALSE**There are two types of Entrepreneurship. An entrepreneur is someone who sees a new opportunity for a product or service and launches a business to try to realize it. An intrapreneur is someone who works inside an existing organization who sees an opportunity for a product or service and mobilizes the organization's resources to try to realize it. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Entrepreneurship* |

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| 62. | Entrepreneurial companies have been called "gazelles" for the two attributes that make them successful: speed and agility.  **TRUE**Entrepreneurial companies have been called "gazelles" for the two attributes that make them successful: speed and agility. "Gazelles have mastered the art of the quick," says Alan Webber, founding editor of *Fast* *Company* magazine. "They have internal approaches and fast decision-making approaches that let them move with maximum agility in a fast-changing business environment." |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Entrepreneurship* |

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| 63. | Both entrepreneurs and managers have a high need for achievement and a strong belief in personal control of destiny.  **TRUE**Both entrepreneurs and managers have a high need for achievement. Also characteristic of both is a belief in personal control of destiny. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Entrepreneurship* |

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| 64. | Opportunity entrepreneurs are those who start their own business because they lost a job.  **FALSE**So-called opportunity entrepreneurs, about 75%, are those who start their own business out of a burning desire rather than because they lost a job. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Entrepreneurship* |

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| 65. | Robert Katz proposed that through strong observation, managers acquire conceptual and human skills.  **FALSE**In the mid-1970s, researcher Robert Katz found that through education and experience managers acquire three principal skills: technical, conceptual, and human. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-05 To be a terrific manager, what skills should I cultivate?Topic: Management* |

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| 66. | Having required technical skills is most important among managers at the lower levels.  **TRUE**Having the requisite technical skills seems to be most important at the lower levels of management; that is, it is critical among first-line managers. |

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| *AACSB: TechnologyAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-05 To be a terrific manager, what skills should I cultivate?Topic: Management* |

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| 67. | Human skills are the least important skill for top managers.  **FALSE**Human skills, which include the ability to motivate, to inspire trust, to communicate with others, are necessary for managers of all levels. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-05 To be a terrific manager, what skills should I cultivate?Topic: Management* |

**Multiple Choice Questions**

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| 68. | One way to think of management is \_\_\_.

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| A.  | efficiency in motion |

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| B.  | the science of helping people |

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| C.  | the science of accomplishing things |

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| **D.**  | the art of getting things done through people |

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| E.  | the science of synergy |

Management, said one pioneer of management ideas, is "the art of getting things done through people." |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 69. | Don works diligently to accomplish the company goals in an efficient and effective manner, utilizing his employees through planning, organizing, leading, and controlling company resources. Don is \_\_\_.

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| A.  | developing synergy |

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| B.  | delegating |

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| C.  | entrepreneuring |

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| **D.**  | managing |

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| E.  | vision planning |

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

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 70. | At ABC Manufacturing, employees work together to achieve the company goals and purposes. This describes \_\_\_.

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| A.  | ad hoc teams |

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| **B.**  | an organization |

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| C.  | visionaries |

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| D.  | stretch goals |

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| E.  | a force |

An organization is a group of people who work together to achieve some specific purpose. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Organization* |

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| 71. | Tom, a restaurant general manager, carefully watches his costs by reusing some items that in the past were immediately thrown away. Tom is an example of a(n) \_\_\_\_\_ manager.

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| A.  | effective |

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| B.  | diverse |

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| C.  | detail |

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| **D.**  | efficient |

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| E.  | macro |

Efficiency is the means of attaining the organization's goals. To be efficient means to use resources such as people, money, and raw materials wisely and cost-effectively. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 72. | Greg, a supervisor, is known by his managers to be sharp in his decisions and has a good track record of meeting his goals; Greg is a(n) \_\_\_\_ manager.

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| **A.**  | effective |

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| B.  | diverse |

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| C.  | detail |

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| D.  | efficient |

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| E.  | macro |

Effectiveness regards the organization's ends or goals. To be effective means to achieve results, to make the right decisions, and to successfully carry them out so they achieve the organization's goals. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 73. | *Management* is defined as the pursuit of organizational goals \_\_\_\_.

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| **A.**  | efficiently and effectively |

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| B.  | correctly and with synergy |

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| C.  | economically |

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| D.  | efficiently and in a detailed-oriented manner |

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| E.  | with passion and effectiveness |

*Management* is defined as the pursuit of organizational goals efficiently and effectively. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 74. | The multiplier effect states that a manager's influence on the organization \_\_\_.

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| **A.**  | has implications far beyond the results that can be achieved by one person acting alone |

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| B.  | is felt repeatedly for many days |

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| C.  | can have great and continual cost implications |

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| D.  | also results in large consequences for employees' families |

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| E.  | can result in many types of company diversity |

In being a manager you have a multiplier effect: your influence on the organization is multiplied far beyond the results that can be achieved by just one person acting alone. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 75. | The rarest and most precious resource in business according to *Fortune* magazine is \_\_\_.

|  |  |
| --- | --- |
| A.  | financial capital |

|  |  |
| --- | --- |
| **B.**  | skilled and effective managers |

|  |  |
| --- | --- |
| C.  | quality, low-cost equipment |

|  |  |
| --- | --- |
| D.  | healthy workers |

|  |  |
| --- | --- |
| E.  | workers and managers |

Exceptional managers are in high demand. "The scarcest, most valuable resource in business is no longer financial capital," says a *Fortune* article. "It's talent. If you doubt that, just watch how hard companies are battling for the best people.... Talent of every type is in short supply, but the greatest shortage of all is skilled, effective managers." |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 76. | Those who study management will understand how to \_\_\_.

|  |  |
| --- | --- |
| **A.**  | relate to their managers and deal with organizations from the outside |

|  |  |
| --- | --- |
| B.  | better manage money |

|  |  |
| --- | --- |
| C.  | relate to coworkers and deal with technology |

|  |  |
| --- | --- |
| D.  | sell their product |

|  |  |
| --- | --- |
| E.  | counsel workers on personal and family issues |

A few of the payoffs of studying management as a discipline include understanding how to deal with organizations from the outside, understanding how to relate to your supervisors and coworkers, and understanding how to manage yourself in the workplace. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 77. | Becoming a manager offers \_\_\_.

|  |  |
| --- | --- |
| A.  | few rewards due to the large amount of stress |

|  |  |
| --- | --- |
| **B.**  | many rewards apart from money and status |

|  |  |
| --- | --- |
| C.  | an individual to be exempt from some current laws |

|  |  |
| --- | --- |
| D.  | an individual to not have to stretch his or her abilities |

|  |  |
| --- | --- |
| E.  | little apart from money and status |

In addition to money and status, there are many rewards to being a manager including experiencing a sense of accomplishment, stretching your abilities and magnifying your range, and building a catalog of successful products or services. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 78. | Two of the primary challenges facing managers today are \_\_\_\_.

|  |  |
| --- | --- |
| A.  | dealing with employee issues and maintaining good records |

|  |  |
| --- | --- |
| B.  | dealing with the lack of information and union problems |

|  |  |
| --- | --- |
| C.  | dealing with union and financial issues |

|  |  |
| --- | --- |
| **D.**  | managing for a competitive advantage and diversity |

|  |  |
| --- | --- |
| E.  | dealing with ethical dilemmas and decreasing diversity |

Seven challenges face any manager. You need to manage for competitive advantage. You need to manage for diversity in race, ethnicity, gender, and so on. You need to manage for the effects of globalization and of information technology. You need to manage to maintain ethical standards, and manage for sustainability. Finally, you need to manage for the achievement for your own happiness and life goals. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 79. | Samuel, a marketing manager, recently attended a management workshop where he learned of Mihaly Csikzentmihalyi's view that the ideal state that many people seek is \_\_\_.

|  |  |
| --- | --- |
| A.  | between a high and low pay rate |

|  |  |
| --- | --- |
| B.  | a point of little working and more relaxing |

|  |  |
| --- | --- |
| **C.**  | an emotional zone somewhere between boredom and anxiety |

|  |  |
| --- | --- |
| D.  | where very little work is required |

|  |  |
| --- | --- |
| E.  | a high-pressure career that makes an individual stronger |

The ideal state that many people seek is an emotional zone somewhere between boredom and anxiety, in the view of psychologist Mihaly Csikzentmihalyi. Boredom, he says, may arise because skills and challenges are mismatched: you are exercising your high level of skill in a job with a low level of challenge, such as licking envelopes. Anxiety arises when one has low levels of skill but a high level of challenge, such as suddenly being called upon to give a rousing speech to strangers. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 80. | ABC Manufacturing employs some of the top professionals in its field, and because of their skills and experience, ABC is highly efficient and outperforms its competitors. ABC Manufacturing has a \_\_\_\_ over its competition.

|  |  |
| --- | --- |
| A.  | quality mark |

|  |  |
| --- | --- |
| B.  | effectiveness advantage |

|  |  |
| --- | --- |
| C.  | synergy |

|  |  |
| --- | --- |
| D.  | leadership dimension |

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| --- | --- |
| **E.**  | competitive advantage |

Competitive advantage is the ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 81. | Gregson Production is keenly aware of the need to daily strive to produce goods and services more effectively than its competitors. Therefore, to achieve this standard, Gregson's management strives to \_\_\_\_.

|  |  |
| --- | --- |
| A.  | maintain a diverse workforce |

|  |  |
| --- | --- |
| B.  | be responsive to employees |

|  |  |
| --- | --- |
| C.  | stay involved with the community |

|  |  |
| --- | --- |
| **D.**  | maintain quality and efficiency |

|  |  |
| --- | --- |
| E.  | increase its global presence |

Competitive advantage is the ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them. This means an organization must stay ahead in four areas: (1) being responsive to customers, (2) innovation, (3) quality, and (4) efficiency. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 82. | As organizations strive to obtain a competitive advantage, taking care of the customer is the \_\_\_\_.

|  |  |
| --- | --- |
| A.  | Golden Marketing Rule |

|  |  |
| --- | --- |
| **B.**  | first law of business |

|  |  |
| --- | --- |
| C.  | Employee Rule |

|  |  |
| --- | --- |
| D.  | Profit-Generating Code |

|  |  |
| --- | --- |
| E.  | synergy focus |

The first law of business is: take care of the customer. Without customers, whatever they're called, sooner or later there will be no organization. This is known as responsiveness to customers, an important component of competitive advantage. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 83. | Even for nonprofits, sooner or later there will be no organization without \_\_\_\_.

|  |  |
| --- | --- |
| A.  | ethical standards |

|  |  |
| --- | --- |
| B.  | good laws |

|  |  |
| --- | --- |
| C.  | the Employee Rule |

|  |  |
| --- | --- |
| **D.**  | customers |

|  |  |
| --- | --- |
| E.  | synergy focus |

Without customers—buyers, clients, consumers, shoppers, users, patrons, guests, investors, or whatever they're called—sooner or later there will be no organization. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 84. | The owners of a local restaurant routinely try to develop new menu items and seek better ways of helping their customers; this is an example of \_\_\_.

|  |  |
| --- | --- |
| A.  | synergy |

|  |  |
| --- | --- |
| B.  | the production objective |

|  |  |
| --- | --- |
| C.  | MBO |

|  |  |
| --- | --- |
| D.  | efficiency |

|  |  |
| --- | --- |
| **E.**  | innovation |

Finding ways to deliver new or better goods or services is called innovation. No organization, for-profit or nonprofit, can allow itself to become complacent, especially when rivals are coming up with creative ideas. "Innovate or die" is an important adage for any manager. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 85. | Because Ace Development Services is the only company that supplies a critical product for clients, customers of Ace are likely to \_\_\_\_.

|  |  |
| --- | --- |
| **A.**  | put up with poor-quality products |

|  |  |
| --- | --- |
| B.  | stop producing products needing the Ace part |

|  |  |
| --- | --- |
| C.  | l be more profitable |

|  |  |
| --- | --- |
| D.  | increase company synergy |

|  |  |
| --- | --- |
| E.  | pay lower prices for the Ace parts |

If your organization is the only one of its kind, customers may put up with products or services that are less than stellar but only because they have no choice. But if another organization comes along and offers a better-quality product, you may find your company falling behind. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 86. | With production today, companies emphasize \_\_\_\_\_.

|  |  |
| --- | --- |
| **A.**  | efficiency |

|  |  |
| --- | --- |
| B.  | increased synergy |

|  |  |
| --- | --- |
| C.  | diversity |

|  |  |
| --- | --- |
| D.  | training |

|  |  |
| --- | --- |
| E.  | employee happiness |

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

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 87. | Today nearly one in six American workers is \_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | born in the United States |

|  |  |
| --- | --- |
| B.  | born in Canada |

|  |  |
| --- | --- |
| C.  | under the age of 18 |

|  |  |
| --- | --- |
| D.  | over the age of 65 |

|  |  |
| --- | --- |
| **E.**  | foreign-born |

Today nearly one in six American workers is foreign-born, the highest proportion since the 1920s. By midcentury, the mix of American racial or ethnic groups will change considerably, with the United States becoming half (54%) racial or ethnic minority. Non-Hispanic whites are projected to decrease from 63% of the population in 2011 to 47% in 2050. African Americans will increase from 12% to 13%, Asians and Pacific Islanders from 5% to 9%, and Hispanics from 17% to 29%. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 88. | *New York Times* columnist Thomas Friedman noted that globalization has leveled the competitive playing fields between industrial and emerging-market countries. This phenomenon proposes that \_\_\_\_.

|  |  |
| --- | --- |
| A.  | the world is one |

|  |  |
| --- | --- |
| B.  | globalism is decreasing |

|  |  |
| --- | --- |
| **C.**  | the world is flat |

|  |  |
| --- | --- |
| D.  | world economies are too narrow |

|  |  |
| --- | --- |
| E.  | one world government is the answer |

American firms have been going out into the world in a major way, even as the world has been coming to us. This has led to what *New* *York* *Times* columnist Thomas Friedman has called, in his book *The* *World* *Is* *Flat*, a phenomenon in which globalization has leveled (made "flat") the competitive playing fields between industrial and emerging-market countries. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 89. | Studies show that dealing with excessive and unimportant e-mail and text messages in the workplace can lead to \_\_\_\_.

|  |  |
| --- | --- |
| A.  | decreased employee conflict and stress |

|  |  |
| --- | --- |
| B.  | increased productivity |

|  |  |
| --- | --- |
| C.  | improved morale |

|  |  |
| --- | --- |
| D.  | synergy |

|  |  |
| --- | --- |
| **E.**  | increased employee conflict and stress |

Studies show that employees lose valuable time and productivity when dealing with excessive and unimportant e-mail volume and increasing amounts of cell phone spam. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 90. | The discipline concerned with creating computer systems that simulate human reasoning and sensation is known as \_\_\_.

|  |  |
| --- | --- |
| A.  | human simulation |

|  |  |
| --- | --- |
| B.  | simulation production |

|  |  |
| --- | --- |
| C.  | IT simulation |

|  |  |
| --- | --- |
| **D.**  | artificial intelligence |

|  |  |
| --- | --- |
| E.  | cognitive cloning |

Artificial intelligence (AI) is the discipline concerned with creating computer systems that simulate human reasoning and sensation, as represented by robots, natural language processing, pattern recognition, and similar technologies. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 91. | Using state-of-the-art computer software and hardware to help people work better together is known as \_\_\_\_.

|  |  |
| --- | --- |
| A.  | a strategy database |

|  |  |
| --- | --- |
| **B.**  | collaborative computing |

|  |  |
| --- | --- |
| C.  | a knowledge base |

|  |  |
| --- | --- |
| D.  | a wisdom system |

|  |  |
| --- | --- |
| E.  | knowledge management |

Using state-of-the-art computer software and hardware to help people work better together is known as collaborative computing. Goal setting and feedback will be conducted via Web-based software programs such as eWorkbench, which enables managers to create and track employee goals. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| 92. | A national sales organization has implemented a set of training courses on its intranet, with a link that allows employees to find and share answers to questions that arise with customers. This system that allows the sharing of knowledge and information throughout an organization is known as \_\_\_.

|  |  |
| --- | --- |
| A.  | a strategy database |

|  |  |
| --- | --- |
| B.  | knowledge implementation |

|  |  |
| --- | --- |
| C.  | a knowledge base |

|  |  |
| --- | --- |
| D.  | a wisdom system |

|  |  |
| --- | --- |
| **E.**  | knowledge management |

Knowledge management is the implementing of systems and practices to increase the sharing of knowledge and information throughout an organization. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 93. | Shoshanna, the regional manager of a global sales organization, gives freedom to the sales representatives on the amount spent on gifts for prospective Asian and European customers. Shoshanna is managing for \_\_\_\_.

|  |  |
| --- | --- |
| A.  | dilemma resolution |

|  |  |
| --- | --- |
| B.  | global standards |

|  |  |
| --- | --- |
| C.  | international politics |

|  |  |
| --- | --- |
| **D.**  | ethical standards |

|  |  |
| --- | --- |
| E.  | global diversity |

With the pressure to meet sales, production, and other targets, managers can find themselves confronting ethical dilemmas. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Competitive Advantage* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 94. | When building a new residential development or mall, a national real estate organization typically does not remove many trees, basing its decision on the belief that natural resources are limited and the company must not compromise the ability of future generations to meet its own needs. This philosophy is known as \_\_\_.

|  |  |
| --- | --- |
| **A.**  | sustainability |

|  |  |
| --- | --- |
| B.  | environmental stimulation |

|  |  |
| --- | --- |
| C.  | natural ethics |

|  |  |
| --- | --- |
| D.  | enviroethics |

|  |  |
| --- | --- |
| E.  | green values |

*Sustainability* is defined as economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs. |

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| *AACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Sustainability* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 95. | Being a manager can be one of the greatest avenues to a meaningful life, particularly if the manager \_\_\_\_.

|  |  |
| --- | --- |
| A.  | is working in a diverse culture |

|  |  |
| --- | --- |
| B.  | has a supportive family |

|  |  |
| --- | --- |
| **C.**  | is working within a supportive or interesting organizational culture |

|  |  |
| --- | --- |
| D.  | likes his or her job |

|  |  |
| --- | --- |
| E.  | works in an organization with a strong training program |

Being a manager can be one of the greatest avenues to a meaningful life, particularly if you are working within a supportive or interesting organizational culture. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Management* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 96. | The principal functions of management are \_\_\_.

|  |  |
| --- | --- |
| A.  | executing, planning, organizing, leading |

|  |  |
| --- | --- |
| B.  | scheduling, organizing, leading, staffing, monitoring |

|  |  |
| --- | --- |
| C.  | staffing, planning, motivating, delegating |

|  |  |
| --- | --- |
| **D.**  | planning, organizing, leading, controlling |

|  |  |
| --- | --- |
| E.  | staffing, planning, leading, delegating |

Managers perform what is known as the management process, also called the four management functions: planning, organizing, leading, and controlling. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Management* |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 97. | When the manager of a local restaurant sets goals and then develops a plan on how to achieve them, she is \_\_\_\_.

|  |  |
| --- | --- |
| **A.**  | planning |

|  |  |
| --- | --- |
| B.  | monitoring |

|  |  |
| --- | --- |
| C.  | delegating |

|  |  |
| --- | --- |
| D.  | organizing |

|  |  |
| --- | --- |
| E.  | staffing |

*Planning* is defined as setting goals and deciding how to achieve them. |

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| --- |
| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Planning* |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 98. | In February, when Paula, the manager of a landscaping company, is looking at the upcoming need for more workers to handle the increased customers in spring and summer, she is involved with \_\_\_\_.

|  |  |
| --- | --- |
| A.  | planning |

|  |  |
| --- | --- |
| **B.**  | organizing |

|  |  |
| --- | --- |
| C.  | managing |

|  |  |
| --- | --- |
| D.  | leading |

|  |  |
| --- | --- |
| E.  | controlling |

*Organizing* is defined as arranging tasks, people, and other resources to accomplish the work. Organizing includes determining the tasks to be done, by whom, and what the reporting hierarchy is to be. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Organizing* |

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| 99. | At times, customers have an unexpected need and require certain departments, such as production, to change their schedule to meet the demands of the sales department. When Susan, the vice president of marketing, is involved in resolving this conflict, this is an essential part of which management function?

|  |  |
| --- | --- |
| A.  | delegating |

|  |  |
| --- | --- |
| B.  | implementing |

|  |  |
| --- | --- |
| **C.**  | leading |

|  |  |
| --- | --- |
| D.  | monitoring |

|  |  |
| --- | --- |
| E.  | staffing |

*Leading* is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals. The various groups involved often have different needs and wants, so an essential part of leadership is resolving conflicts. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Leading* |

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| 100. | The general manager of a furniture store recently gave a motivational PowerPoint presentation to his employees on the value of being courteous to each customer. This is an example of \_\_\_\_.

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| **A.**  | leading |

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| --- | --- |
| B.  | delegating |

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| --- | --- |
| C.  | upkeep |

|  |  |
| --- | --- |
| D.  | situational control |

|  |  |
| --- | --- |
| E.  | planning |

*Leading* is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Leading* |

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| 101. | The district manager of a national fast-food restaurant watches the sales reports for each restaurant daily to compare actual sales with projected sales goals, and then takes corrective action if needed. This function is \_\_\_\_.

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| A.  | goal setting |

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| --- | --- |
| **B.**  | controlling |

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| --- | --- |
| C.  | organizing |

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| --- | --- |
| D.  | situational planning |

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| --- | --- |
| E.  | motivating |

*Controlling* is defined as monitoring performance, comparing it with goals, and taking corrective action as needed. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: Controlling* |

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| 102. | The vice president of marketing, while meeting with the district sales managers, mentioned that management theorist Peter Drucker compared \_\_\_\_.

|  |  |
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| A.  | the present economy to that of the Great Depression |

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| --- | --- |
| B.  | present politicians to past leaders |

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| --- | --- |
| C.  | apples and oranges |

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| --- | --- |
| D.  | marketing concepts of this century with the past |

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| **E.**  | the workplace of the future to a symphony orchestra |

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

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 1 EasyLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Management* |

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| 103. | Elizabeth is a chef and the kitchen manager in an upscale restaurant. She is very knowledgeable in both the culinary and restaurant management fields. Because of these skills, Elizabeth can be considered a(n) \_\_\_\_ worker.

|  |  |
| --- | --- |
| A.  | cognitive |

|  |  |
| --- | --- |
| B.  | focused |

|  |  |
| --- | --- |
| C.  | top-rated |

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| --- | --- |
| D.  | MBO |

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| --- | --- |
| **E.**  | knowledge |

A knowledge worker is one who has a great deal of technical skill. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Management* |

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| 104. | Managers are classified into the four levels of \_\_\_\_.

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| --- | --- |
| A.  | upper, regional, middle, lower |

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| --- | --- |
| B.  | upper, middle, floating, lower |

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| --- | --- |
| **C.**  | top, middle, first-line managers, team leaders |

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| --- | --- |
| D.  | top, middle, first-line, advisors |

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| --- | --- |
| E.  | upper, board of directors, middle, lower |

Managers may be classified into four levels: top, middle, first-line, and team leaders. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Management* |

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| 105. | Mark, vice president of human resources at Executive Corporation, is a(n) \_\_\_\_ level manager.

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| --- | --- |
| A.  | team leader |

|  |  |
| --- | --- |
| B.  | first-line |

|  |  |
| --- | --- |
| C.  | board |

|  |  |
| --- | --- |
| D.  | middle |

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| --- | --- |
| **E.**  | upper |

An organization's top managers tend to have titles such as "chief executive officer (CEO)," "chief operating officer (COO)," "president," and "senior vice president." |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Top-level management* |

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| 106. | Felix pays a lot of attention to the environment outside his company, staying alert for long-run opportunities and problems and devising strategies for dealing with them. Felix is a(n) \_\_\_\_ level manager.

|  |  |
| --- | --- |
| A.  | team leader |

|  |  |
| --- | --- |
| B.  | first-line |

|  |  |
| --- | --- |
| C.  | board |

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| --- | --- |
| D.  | monitoring |

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| --- | --- |
| **E.**  | upper |

Top managers make long-term decisions about the overall direction of the organization. They need to pay a lot of attention to the environment outside the organization, being alert for long-run opportunities and problems and devising strategies for dealing with them. Thus, executives at this level must be future oriented, dealing with uncertain, highly competitive conditions. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Top-level management* |

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| 107. | Paula, a plant manager, received an e-mail from the CEO stating that the company will now be focusing on customer service. The e-mail also stated that all plant managers need to implement this policy and coordinate the activities related to this strategy for their lowest-level managers. Paula is a(n) \_\_\_\_ level manager.

|  |  |
| --- | --- |
| A.  | team leader |

|  |  |
| --- | --- |
| B.  | first-line |

|  |  |
| --- | --- |
| C.  | board |

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| --- | --- |
| **D.**  | middle |

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| --- | --- |
| E.  | upper |

Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: AnalyzeDifficulty: 2 MediumLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Middle level management* |

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| 108. | Donna manages the service desk and makes routine decisions related to customer refunds and merchandise returns. Donna also oversees the daily tasks of the cashiers and front desk employees. Donna is a(n) \_\_\_\_ manager.

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| --- | --- |
| A.  | team leader |

|  |  |
| --- | --- |
| **B.**  | first-line |

|  |  |
| --- | --- |
| C.  | board |

|  |  |
| --- | --- |
| D.  | middle |

|  |  |
| --- | --- |
| E.  | upper |

Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of nonmanagerial personnel who are all those people who work directly at their jobs but don't oversee the work of others. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: First-line management* |

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| 109. | Betty reports to the front desk manager. Betty is responsible for directing the team activities of four cashiers who are responsible for developing a plan to improve customer service. Betty does not have authority over other team members, but she provides guidance, instruction, and direction to them. Betty is a(n) \_\_\_\_.

|  |  |
| --- | --- |
| A.  | lower-level manager |

|  |  |
| --- | --- |
| **B.**  | team leader |

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| --- | --- |
| C.  | advisory manager |

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| --- | --- |
| D.  | director of the board |

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| --- | --- |
| E.  | top-level manager |

Members of a team generally report to a first-line manager, who has the authority to hire and fire, controls resources, and is responsible for the team's performance. But one of the members of the team may be charged with being the team leader, a manager who is responsible for facilitating team activities toward achieving key results. Team leaders may not have authority over other team members, but they are expected to provide guidance, instruction, and direction to the others; to coordinate team efforts; and to resolve conflicts. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Team leader* |

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| 110. | Donna, vice president of finance, and Bob, vice president of human resources, are \_\_\_\_ managers.

|  |  |
| --- | --- |
| A.  | lower-level |

|  |  |
| --- | --- |
| B.  | team |

|  |  |
| --- | --- |
| C.  | advisory |

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| --- | --- |
| D.  | board |

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| **E.**  | functional |

A functional manager is responsible for just one organizational activity. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Functional Manager* |

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| 111. | Tutors for Students (TFI) is an organization with the purpose of offering tutoring to older students and not making a profit. TFI is an example of a \_\_\_\_ organization.

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| --- | --- |
| **A.**  | nonprofit |

|  |  |
| --- | --- |
| B.  | mutual-benefit |

|  |  |
| --- | --- |
| C.  | commonweal |

|  |  |
| --- | --- |
| D.  | servant |

|  |  |
| --- | --- |
| E.  | for-profit |

Nonprofit organizations' purpose is to offer services to some clients, not to make a profit. Examples of such organizations are hospitals, colleges, and social-welfare agencies (e.g., the Salvation Army, the Red Cross). |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Organization* |

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| 112. | The city fire department offers its services to any individual within its city limits, so even Paul, who is driving through the city on vacation, received assistance with a car fire. The fire department is an example of a \_\_\_ organization.

|  |  |
| --- | --- |
| A.  | servant |

|  |  |
| --- | --- |
| **B.**  | commonweal |

|  |  |
| --- | --- |
| C.  | for-profit |

|  |  |
| --- | --- |
| D.  | volunteer |

|  |  |
| --- | --- |
| E.  | mutual benefit |

One particular type of nonprofit organization is called the commonweal organization. Unlike nonprofit service organizations, which offer services to some clients, commonweal organizations offer services to all clients within their jurisdictions. Examples are the military services, the U.S. Postal Service, and your local fire and police departments. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Organization* |

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| 113. | Josh, a college student, has become very interested in helping his community, so he is interested volunteering in a neighborhood improvement organization. This type of organization is an example of a(n) \_\_\_\_\_\_ organization.

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| --- | --- |
| **A.**  | mutual-benefit |

|  |  |
| --- | --- |
| B.  | for-profit |

|  |  |
| --- | --- |
| C.  | nonprofit |

|  |  |
| --- | --- |
| D.  | advancement |

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| --- | --- |
| E.  | green |

Mutual-benefit organizations are voluntary collections of members such as political parties, farm cooperatives, labor unions, trade associations, and clubs whose purpose is to advance members' interests. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Organization* |

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| 114. | The police chief is meeting with some citizens in his community, where he will discuss the police department's positive service delivery. The success of his organization is measured by \_\_\_\_\_.

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| --- | --- |
| A.  | its increased involvement in the community |

|  |  |
| --- | --- |
| B.  | how much money he saved last year |

|  |  |
| --- | --- |
| C.  | its image in the public's eyes |

|  |  |
| --- | --- |
| D.  | its profitability |

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| --- | --- |
| **E.**  | its effectiveness, such as decreased crime |

In a nonprofit organization, although income and expenditures are very important concerns, the measure of success is usually the effectiveness of the services delivered. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: Organization* |

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| 115. | Management scholar Henry Mintzberg found that in their workday, managers \_\_\_\_.

|  |  |
| --- | --- |
| A.  | tend to work long hours and rely less on verbal than on written communication |

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| --- | --- |
| B.  | have work that is characterized by brevity and routine |

|  |  |
| --- | --- |
| **C.**  | have work that is characterized by fragmentation, brevity, and variety |

|  |  |
| --- | --- |
| D.  | tend to work long hours at a slow pace |

|  |  |
| --- | --- |
| E.  | tend to work shorter hours and rely more on written than on verbal communication |

Managers tend to work long hours at an intense pace; their work is characterized by fragmentation, brevity, and variety; and they rely more on verbal than on written communication. Only about a tenth of the managerial activities observed by Mintzberg took more than an hour; about half were completed in under 9 minutes. Phone calls averaged 6 minutes, informal meetings 10 minutes, and desk-work sessions 15 minutes. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 116. | According to management scholar Henry Mintzberg, managers play three roles:

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| --- | --- |
| A.  | interpersonal, analytical, professional |

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| --- | --- |
| B.  | professional, leader, informational |

|  |  |
| --- | --- |
| C.  | interdependent, monitor, analytical |

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| --- | --- |
| **D.**  | interpersonal, informational, decisional |

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| --- | --- |
| E.  | interpersonal, analytical, monitor |

From his observations and other research, Mintzberg concluded that managers play three broad types of roles or "organized sets of behavior": interpersonal, informational, and decisional. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 117. | As a store manager, Liandra has to play the role of negotiator, such as purchasing products at a fair price for her company. As she handles this responsibility, Liandra is playing the \_\_\_\_ role.

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| --- | --- |
| A.  | disseminator |

|  |  |
| --- | --- |
| **B.**  | decisional |

|  |  |
| --- | --- |
| C.  | leadership |

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| --- | --- |
| D.  | bargainer |

|  |  |
| --- | --- |
| E.  | interpersonal |

In their decisional roles, managers use information to make decisions to solve problems or take advantage of opportunities. The four decision-making roles are entrepreneur, disturbance handler, resource allocator, and negotiator. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 118. | Greg, the marketing manager, is constantly seeking information about his competition while looking online or speaking to people; this is an example of the \_\_\_ role.

|  |  |
| --- | --- |
| A.  | liaison |

|  |  |
| --- | --- |
| B.  | decisional |

|  |  |
| --- | --- |
| C.  | resource allocator |

|  |  |
| --- | --- |
| D.  | disseminator |

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| --- | --- |
| **E.**  | monitor |

As a monitor, you should be constantly alert for useful information, whether gathered from newspaper stories about the competition or gathered from snippets of conversation with subordinates you meet in the hallway. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 119. | Raylene, the CEO of a Fortune 500 company, met with business leaders from the local community. Afterwards, she spent time informally answering their questions about the company as part of which managerial role?

|  |  |
| --- | --- |
| A.  | consumerism resource allocator |

|  |  |
| --- | --- |
| B.  | leadership figurehead |

|  |  |
| --- | --- |
| **C.**  | monitor |

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| --- | --- |
| D.  | entrepreneur |

In your figurehead role, you may show visitors around your company. In general, you perform symbolic tasks that represent your organization. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 120. | To maintain a competitive advantage, the top management of a national furniture store made the decision to increase employee training, add rewards that motivate employees, and look at improving procedures related to disciplining workers. These decisions are part of the \_\_\_\_\_\_ role.

|  |  |
| --- | --- |
| A.  | figurehead |

|  |  |
| --- | --- |
| **B.**  | leadership |

|  |  |
| --- | --- |
| C.  | liaison |

|  |  |
| --- | --- |
| D.  | spokesperson |

|  |  |
| --- | --- |
| E.  | negotiator |

In a role of leader, you are responsible for the actions of your subordinates, since their successes and failures reflect on you. Your leadership is expressed in your decisions about training, motivating, and disciplining people. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 121. | Melissa, the hotel manager, knows that the number of guests at her hotel has significantly decreased. Therefore, corporate has made it clear that the amount each department can spend on certain items will need to be cut for the year. Melissa needs to work with the hotel department managers on how to cut costs, as a part of her \_\_\_\_\_\_ role.

|  |  |
| --- | --- |
| A.  | monitor |

|  |  |
| --- | --- |
| B.  | disseminator |

|  |  |
| --- | --- |
| C.  | disturbance handler |

|  |  |
| --- | --- |
| D.  | entrepreneur |

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| --- | --- |
| **E.**  | resource allocator |

Because you'll never have enough time, money, and so on, you'll need to be a resource allocator as a manager, setting priorities about use of resources. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 122. | The vice president of human resources for a national electronics retailer is meeting with employees of several stores to present information to workers that their stores are closing and how the company will help employees in the future. This task is part of a(n) \_\_\_\_\_\_\_ role.

|  |  |
| --- | --- |
| A.  | spokesperson |

|  |  |
| --- | --- |
| B.  | liaison |

|  |  |
| --- | --- |
| **C.**  | disseminator |

|  |  |
| --- | --- |
| D.  | entrepreneur |

|  |  |
| --- | --- |
| E.  | transition |

Workers complain they never know what's going on if a supervisor fails in the role of disseminator. Managers need to constantly disseminate important information to employees, as via e-mail and meetings. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 123. | Rebecca, a department manager, has been dealing with two workers in her department who do not get along. Due to family problems for both employees, today they had a loud argument in the break room. Rebecca is meeting with both to resolve the issues as part of which managerial role?

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| A.  | monitor |

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| --- | --- |
| B.  | resource allocator |

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| --- | --- |
| **C.**  | disturbance handler |

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| --- | --- |
| D.  | negotiator |

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| E.  | spokesperson |

Unforeseen problems, from product defects to international currency crises, require a manager to be a disturbance handler, fixing problems. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 124. | Maria, the public relations manager of a local library, is meeting with the news media regarding a new reading program for children. Maria is performing the \_\_\_\_\_\_\_ role.

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| **A.**  | spokesperson |

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| B.  | disseminator |

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| C.  | liaison |

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| --- | --- |
| D.  | entrepreneur |

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| E.  | figurehead |

You are expected, of course, to be a diplomat, to put the best face on the activities of your work unit or organization to people outside it. This is the informational role of spokesperson. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 125. | One of the reasons Ace Distributors, a local manufacturing company, is considered to be a good place to work is that the managers are expected to encourage and reward their employees for developing new products and ways of improving existing products and services. This policy is an example of managers carrying out the \_\_\_\_\_\_ role.

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| A.  | talent implementer |

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| --- | --- |
| B.  | developer |

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| **C.**  | entrepreneur |

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| --- | --- |
| D.  | visionary |

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| E.  | improvement |

A good manager is expected to be an entrepreneur, to initiate and encourage change and innovation. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |

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| 126. | Deshawn started a new type of business that provides new and unique services that did not exist before his efforts. This is an example of a(n) \_\_\_\_.

|  |  |
| --- | --- |
| A.  | team leader |

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| --- | --- |
| B.  | developer |

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| --- | --- |
| **C.**  | entrepreneur |

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| --- | --- |
| D.  | angel capitalist |

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| E.  | intrapreneur |

An entrepreneur is someone who sees a new opportunity for a product or service and launches a business to try to realize it. Most small businesses originate with entrepreneurs—people with ideas, risk takers. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Entrepreneurship* |

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| 127. | An entrepreneur is best described as \_\_\_.

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| A.  | someone who works inside an existing organization and sees a new product opportunity |

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| B.  | a type of intrapreneur |

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| C.  | a type of research assistant |

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| **D.**  | someone who takes risks to try to create a new enterprise |

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| E.  | someone who develops a new enterprise without risks |

Entrepreneurship is the process of taking risks to try to create a new enterprise. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Entrepreneurship* |

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| 128. | An individual or individuals who work(s) within an existing organization, using personal resources to exploit an opportunity, defines a(n) \_\_\_\_.

|  |  |
| --- | --- |
| A.  | entrepreneur |

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| --- | --- |
| B.  | angel investor |

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| --- | --- |
| C.  | stockholder |

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| --- | --- |
| D.  | venturist |

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| --- | --- |
| **E.**  | intrapreneur |

An intrapreneur is someone who works inside an existing organization who sees an opportunity for a product or service and mobilizes the organization's resources to try to realize it. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Intrapreneur* |

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| 129. | When Dave, a restaurant owner, had his seafood business destroyed by Hurricane Katrina, he believed that he was in control of his own destiny and made a decision to rebuild the company. Dave is an individual with a(n) \_\_\_\_.

|  |  |
| --- | --- |
| A.  | external locus of control |

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| --- | --- |
| B.  | exit strategy |

|  |  |
| --- | --- |
| C.  | low tolerance for ambiguity |

|  |  |
| --- | --- |
| **D.**  | internal locus of control |

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| --- | --- |
| E.  | inside opportunity |

Internal locus of control is the belief that you control your own destiny, that external forces will have little influence. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Internal locus of control* |

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| 130. | Don, an entrepreneur, has typical entrepreneurial characteristics including \_\_\_\_\_\_.

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| **A.**  | self-confidence, belief in personal control of destiny, and high energy level |

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| B.  | an action orientation, low energy level, and high tolerance for ambiguity |

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| --- | --- |
| C.  | a high tolerance for ambiguity, high energy level, and little tolerance for ambiguity |

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| --- | --- |
| D.  | self-confidence, little belief in personal control of destiny, little tolerance for ambiguity |

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| E.  | self-confidence, belief in personal control of destiny, and low need for achievement |

An entrepreneur has a high need for achievement, a belief in personal control of destiny, a high energy level and action orientation, a high tolerance for ambiguity, and self-confidence and tolerance for risk. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Entrepreneurship* |

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| 131. | Sally has a high-paying management position with a Fortune 500 company, but she is tired of working for corporate America. So Sally has decided to start a business, and she knows she will be successful as an entrepreneur because entrepreneurs typically \_\_\_.

|  |  |
| --- | --- |
| **A.**  | have a high need for achievement |

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| --- | --- |
| B.  | have little tolerance for risk |

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| --- | --- |
| C.  | have an external locus of control |

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| --- | --- |
| D.  | have a low need for achievement |

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| E.  | believe others control their destiny |

Entrepreneurs certainly seem to be motivated to pursue moderately difficult goals through their own efforts in order to realize their ideas and, they hope, financial rewards. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Entrepreneurship* |

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| 132. | After his company closed the retail location he managed, while Tareq interviewed for other management positions, he began a painting business. Tareq is an example of a(n) \_\_\_.

|  |  |
| --- | --- |
| A.  | risk intrapreneur |

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| --- | --- |
| B.  | intrapreneur |

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| --- | --- |
| C.  | opportunity intrapreneur |

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| --- | --- |
| D.  | performance entrepreneur |

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| **E.**  | necessity entrepreneur |

So-called necessity entrepreneurs are people such as laid-off corporate workers, discharged military people, immigrants, and divorced homemakers who suddenly must earn a living and are simply trying to replace lost income. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Entrepreneurship* |

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| 133. | Donna received a degree in management and has several years of strong management experience. As a result of her education and experience, researcher Robert Katz believed that Donna acquired which of the following principal skills?

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| A.  | cognitive, people, technical |

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| --- | --- |
| B.  | monitoring, planning, leading |

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| --- | --- |
| C.  | planning, leading, conceptual |

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| --- | --- |
| D.  | technical, leading, planning |

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| **E.**  | technical, conceptual, human |

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

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-05 To be a terrific manager, what skills should I cultivate?Topic: Management* |

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| 134. | Technical skills consist of \_\_\_\_.

|  |  |
| --- | --- |
| A.  | the ability to think analytically |

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| --- | --- |
| B.  | the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together |

|  |  |
| --- | --- |
| **C.**  | job-specific knowledge needed to perform well in a specialized field |

|  |  |
| --- | --- |
| D.  | the ability to work well in cooperation with other people to get things done |

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| --- | --- |
| E.  | the ability to think in a logical manner |

Technical skills consist of the job-specific knowledge needed to perform well in a specialized field. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-05 To be a terrific manager, what skills should I cultivate?Topic: Management* |

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| 135. | Conceptual skills consist of \_\_\_\_.

|  |  |
| --- | --- |
| A.  | the ability to think practically |

|  |  |
| --- | --- |
| **B.**  | the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together |

|  |  |
| --- | --- |
| C.  | the job-specific knowledge needed to perform well in a specialized field |

|  |  |
| --- | --- |
| D.  | the ability to work well in cooperation with other people to get things done |

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| --- | --- |
| E.  | the ability to think in a logical manner |

Conceptual skills consist of the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-05 To be a terrific manager, what skills should I cultivate?Topic: Management* |

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| 136. | When Randy, a general manager of a national retailer, moved to a different store in his company that was having difficulty, he knew that sales were low and after talking to his employees, he found morale was also low. At first Randy thought attitudes were poor due to low sales, but after working closely with employees, he realized that the poor attitudes were actually the cause of poor sales. Randy was able to discover the cause of the problem by utilizing \_\_\_\_\_\_ skills.

|  |  |
| --- | --- |
| A.  | perceptive |

|  |  |
| --- | --- |
| **B.**  | conceptual |

|  |  |
| --- | --- |
| C.  | people |

|  |  |
| --- | --- |
| D.  | soft |

|  |  |
| --- | --- |
| E.  | technical |

Conceptual skills consist of the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-05 To be a terrific manager, what skills should I cultivate?Topic: Management* |

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| 137. | Because upper management must deal with problems that are ambiguous but that could have far-reaching consequences, \_\_\_\_ skills are particularly important for top managers.

|  |  |
| --- | --- |
| A.  | people |

|  |  |
| --- | --- |
| **B.**  | conceptual |

|  |  |
| --- | --- |
| C.  | leadership |

|  |  |
| --- | --- |
| D.  | financial |

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| --- | --- |
| E.  | technical |

Conceptual skills are particularly important for top managers, who must deal with problems that are ambiguous but that could have far-reaching consequences. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-05 To be a terrific manager, what skills should I cultivate?Topic: Management* |

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| 138. | Donna, the office manager, spends a large part of her day working closely with those whom she supervises to successfully accomplish the many tasks she is responsible for. She also works well with other departments to get things done. Donna is exhibiting which type of managerial skill?

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| --- | --- |
| A.  | technical |

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| --- | --- |
| B.  | sales |

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| --- | --- |
| **C.**  | human |

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| --- | --- |
| D.  | partnership |

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| --- | --- |
| E.  | culture |

Human skills consist of the ability to work well in cooperation with other people to get things done. They include the ability to motivate, to inspire trust, and to communicate with others. |

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| *AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-05 To be a terrific manager, what skills should I cultivate?Topic: Management* |

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| 139. | \_\_\_\_\_\_, or the ability to motivate, to inspire trust and to communicate with others, are important for all levels of management.

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| --- | --- |
| A.  | Technical skills |

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| --- | --- |
| B.  | Strategic planning |

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| --- | --- |
| **C.**  | Soft skills |

|  |  |
| --- | --- |
| D.  | Training skills |

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| --- | --- |
| E.  | Planning and organizing skills |

Soft skills (human skills), including the ability to motivate, to inspire trust, and to communicate with others, are necessary for managers of all levels. |

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| *AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-05 To be a terrific manager, what skills should I cultivate?Topic: Management* |

**Essay Questions**

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| 140. | What is efficiency? What is effectiveness? Contrast efficiency with effectiveness, giving a real-world example of both.  Efficiency—the means. Efficiency is the means of attaining the organization's goals. To be efficient means to use resources—people, money, raw materials, and the like—wisely and cost-effectively. Effectiveness—the ends. Effectiveness is the organization's ends, the goals. To be effective means to achieve results, to make the right decisions, and to successfully carry them out so that they achieve the organization's goals. |

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| *AACSB: Analytical ThinkingBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What are the rewards of being an exceptional manager?Topic: Management* |

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| 141. | Describe the challenges of managing for globalization. Summarize the challenges of managing for information technology.  *The* *challenges* *of* *managing* *for* *globalization:* Verbal expressions and gestures don't have the same meaning to everyone throughout the world. Not understanding such differences can affect how well organizations manage globally. American firms have been going out into the world in a major way, even as the world has been coming to us—leading to what *New* *York* *Times* columnist Thomas Friedman has called, in *The* *World* *Is* *Flat,* a phenomenon in which globalization has leveled (made "flat") the competitive playing fields between industrial and emerging-market countries.*The* *challenges* *of* *managing* *for* *information* *technology:* The challenge of managing for information technology, not to mention other technologies affecting your business, will require your unflagging attention.Most important is the Internet, the global network of independently operating but interconnected computers, linking hundreds of thousands of smaller networks around the world. E-commerce, or electronic commerce—the buying and selling of goods or services over computer networks—has reshaped entire industries and revamped the very notion of what a company is. More important than e-commerce, information technology has led to the growth of e-business, using the Internet to facilitate every aspect of running a business.Far-ranging electronic management: e-communication all the time. Using mobile devices such as smartphones and tablets, 21st-century managers will need to become masters of electronic communication, able to create powerful messages to create, motivate, and lead teams of specialists all over the world.Texting, quick text messages exchanged among smartphones; and social media, Internet-based and mobile technologies such as Facebook and Twitter for generating interactive dialogue with others on a network. Getting the right balance is important because many messages may be useful, but many are not. Employees can lose valuable time and productivity when dealing with excessive and unimportant e-mail and text messages, leading to increased conflict and stress. More and more data: challenges to decision making.Huge, interconnected databases—computerized collections of interrelated files—can assemble astonishing quantities of information and make them available to us instantaneously. This has led to the phenomenon known as Big Data, stores of data so vast that conventional database management systems cannot handle them, and so very sophisticated analysis software and supercomputers are required. The challenge: how do we deal with this massive amount of data to make useful decisions without violating people's right to privacy?The rise of artificial intelligence: more automation in the workforce. Artificial intelligence (AI) is the discipline concerned with creating computer systems that simulate human reasoning and sensation.What will be the implications of these events for you as a manager for staffing and training employees and for your own professional development? Organizational changes: shifts in structure, jobs, goals, and knowledge management.Project management software, programs for planning and scheduling the people, costs, and resources to complete a project on time. All such forms of interaction will require managers and employees to be more flexible, and there will be an increased emphasis on knowledge management—the implementing of systems and practices to increase the sharing of knowledge and information throughout an organization. |

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| *AACSB: Analytical ThinkingBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Management* |

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| 142. | Describe the challenges of managing for ethical standards.  With the pressure to meet sales, production, and other targets, managers can find themselves confronting ethical dilemmas. Ethical behavior is not just a nicety; it is a very important part of doing business. Of course, business crime is not perpetrated just by respectable-looking people wearing suits. |

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| *AACSB: Analytical ThinkingBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-03 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager?Topic: Management* |

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| 143. | Describe the four managerial functions. Give a specific example of each.  Planning is setting goals and deciding how to achieve them. Organizing is arranging tasks, people, and other resources to accomplish the work. Leading is motivating, directing, and otherwise influencing people to work hard to achieve the goals. Controlling is monitoring performance, comparing it to goals, and taking corrective action as needed. The student should give an example of each. |

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| *AACSB: Analytical ThinkingBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 What would I actually do-that is, what would be my four principal functions-as a manager?Topic: ControllingTopic: LeadingTopic: OrganizingTopic: Planning* |

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| 144. | List and summarize the four levels of management. Give an example of a task that a manager at each level might perform.  Managers may be classified into four levels: top, middle, first-line, and team leaders.Top managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it. They need to pay a lot of attention to the environment outside the organization, being alert for long-run opportunities and problems and devising strategies for dealing with them. Thus, executives at this level must be future oriented, dealing with uncertain, highly competitive conditions.Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them.Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of nonmanagerial personnel.Team leaders are responsible for facilitating team activities toward achieving key results. Team leaders may not have authority over other team members, but they are expected to provide guidance, instruction, and direction to the others; to coordinate team efforts; to resolve conflicts; to represent the team to the first-level manager; and to make decisions in the absence of consensus. |

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| *AACSB: Analytical ThinkingBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What are the levels and areas of management I need to know to move up, down, and sideways?Topic: First-line managementTopic: Middle level managementTopic: Team leaderTopic: Top-level management* |

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| 145. | Describe the three principal skills that good managers need to work on.  Good managers need to work on developing three principal skills. The first is *technica*l, the ability to perform a specific job. The second is *conceptual,* the ability to think analytically. The third is *human*, the ability to interact well with people. |

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| *AACSB: Analytical ThinkingBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-05 To be a terrific manager, what skills should I cultivate?Topic: Management* |

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| 146. | List the characteristics that most entrepreneurs have.  The characteristics that most entrepreneurs have include a high need for achievement, belief in personal control of destiny, high energy level and action orientation, high tolerance for ambiguity, and self-confidence and tolerance for risk. |

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| *AACSB: Analytical ThinkingBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-07 Do I have what it takes to be an entrepreneur?Topic: Entrepreneurship* |

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| 147. | Define the three types of managerial roles according to Mintzberg.  Interpersonal roles—managers interact with people inside and outside their work units. The three interpersonal roles include figurehead, leader, and liaison activities.Informational roles—as monitor, disseminator, and spokesperson, managers receive and communicate information with other people inside and outside the organization.Decisional roles—managers use information to make decisions to solve problems or take advantage of opportunities. The four decision-making roles are entrepreneur, disturbance handler, resource allocator, and negotiator. |

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| *AACSB: Analytical ThinkingBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 To be an exceptional manager, what roles must I play successfully?Topic: Managerial roles* |