

CHAPTER 1—MANAGEMENT: AN OVERVIEW

TRUE/FALSE

1. The manager's job is a science where they work systematically and analytically and relying on intuition or judgment is not appropriate.

ANS: F PTS: 1 REF: 5
NAT: AACSB Analytic: Leadership Principles

2. Organizations provide the means for societies to meet their needs.

ANS: T PTS: 1 REF: 6
NAT: AACSB Analytic: Environmental Influence

3. Managers must be able to sense the need for change in themselves, the need for change in their areas of influence and organization to be successful.

ANS: T PTS: 1 REF: 6
NAT: AACSB Analytic: Leadership Principles

4. Both managers and organizations must strive to exceed customer needs.

ANS: T PTS: 1 REF: 6 NAT: AACSB Analytic: Strategy

5. A customer includes any person or group, both inside and outside an organization, which uses or consumes outputs from an organization or its members.

ANS: T PTS: 1 REF: 7 NAT: AACSB Analytic: Strategy

6. Leadership involves gaining commitments from organizational members to achieve management's goals and properly equipping them to do so.

ANS: T PTS: 1 REF: 9
NAT: AACSB Analytic: Leadership Principles

7. Through leadership, managers help their organizations and their employees achieve their goals.

ANS: T PTS: 1 REF: 9
NAT: AACSB Analytic: Leadership Principles

8. Managers no longer manage a homogeneous workforce.

ANS: T PTS: 1 REF: 12
NAT: AACSB Analytic: Leadership Principles

9. America's equal employment opportunity laws do not help to guarantee access to organizations for all its citizens.

ANS: F PTS: 1 REF: 12
NAT: AACSB Analytic: Legal Responsibilities

10. Each employee need not have and act on a personal ethical and moral code.

ANS: F PTS: 1 REF: 12
NAT: AACSB Analytic: Ethical Responsibilities

11. Top management includes supervisors, team leaders, and team facilitators who oversee the work of nonmanagement people.

ANS: F PTS: 1 REF: 15
NAT: AACSB Analytic: Leadership Principles

12. The five basic roles of management are planning, organizing, staffing, leading, and controlling.

ANS: T PTS: 1 REF: 19
NAT: AACSB Analytic: Leadership Principles

13. The five managerial functions are each separate, independent, and isolated activities of daily work.

ANS: F PTS: 1 REF: 19
NAT: AACSB Analytic: Leadership Principles

14. Planning, organizing, monitoring, negotiating, and controlling are the five management functions.

ANS: F PTS: 1 REF: 19
NAT: AACSB Analytic: Leadership Principles

15. Managers at all levels do not have to continually monitor external influences to identify trends and changes and adjust their plans as necessary.

ANS: F PTS: 1 REF: 20
NAT: AACSB Analytic: Environmental Influence

16. Controlling attempts to prevent, identify, and correct deviations from guidelines and to evaluate both people and processes.

ANS: T PTS: 1 REF: 21 NAT: AACSB Analytic: Strategy

17. Regardless of title, position, or management level, all managers perform all management functions.

ANS: T PTS: 1 REF: 21
NAT: AACSB Analytic: Leadership Principles

18. Leading is a more time-consuming function for top-level management, as compared to lower-level management.

ANS: F PTS: 1 REF: 22
NAT: AACSB Analytic: Leadership Principles

19. The time focus of planning for first-line managers is very immediate and short-term.

ANS: T PTS: 1 REF: 22 NAT: AACSB Analytic: Strategy

20. The three categories of a manager's roles are interpersonal, informational, and decisional.

ANS: T PTS: 1 REF: 23
NAT: AACSB Analytic: Leadership Principles

21. It is reasonable to expect that a lower-level manager spend proportionately more time on planning than an upper-level manager.

ANS: F PTS: 1 REF: 22 NAT: AACSB Analytic: Strategy

22. Top managers develop objectives to implement middle management goals.

ANS: F PTS: 1 REF: 22 NAT: AACSB Analytic: Strategy

23. An example of a decisional role held by managers is a resource allocator.

ANS: T PTS: 1 REF: 24
NAT: AACSB Analytic: Leadership Principles

24. Technical skills are the abilities to use the processes, practices, techniques, and tools of the specialty area a manager supervise.

ANS: T PTS: 1 REF: 26
NAT: AACSB Analytic: Leadership Principles

25. The manager's ability to work effectively as a group member and to build cooperative effort within the group depends on conceptual skills.

ANS: F PTS: 1 REF: 26
NAT: AACSB Analytic: Group Dynamics

26. Human skills of managers are not required to be used at all three levels of management.

ANS: F PTS: 1 REF: 27
NAT: AACSB Analytic: Leadership Principles

27. The ability to interact and communicate with others is a technical skill.

ANS: F PTS: 1 REF: 26
NAT: AACSB Analytic: Leadership Principles

28. Most managers have and take the time to reflect upon a systematic plan of daily work.

ANS: F PTS: 1 REF: 28
NAT: AACSB Analytic: Leadership Principles

29. Regular, reoccurring, and routine tasks are often everyday expectations of managers' workloads.

ANS: T PTS: 1 REF: 28
NAT: AACSB Analytic: Leadership Principles

30. First-line managers use conceptual skills more often than technical skills.

ANS: F PTS: 1 REF: 27
NAT: AACSB Analytic: Leadership Principles

31. Managers are evaluated in how well they demonstrate through everyday actions the essential ideas they generate.

ANS: T PTS: 1 REF: 29
NAT: AACSB Analytic: Leadership Principles

MULTIPLE CHOICE

1. Individually and collectively setting and achieving goals by exercising related functions and coordinating various resources describes _____.
- a. leadership
 - b. supervision
 - c. management
 - d. administration

ANS: C PTS: 1 DIF: **Difficult REF: 4
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

2. Which of the following does not describe an objective?
- a. long term
 - b. specific
 - c. results-oriented
 - d. measurable

ANS: A PTS: 1 DIF: **Difficult REF: 5
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

3. An entity managed by one or more persons to achieve stated goals is known as a(n) _____.
- a. business
 - b. corporation
 - c. organization
 - d. group

ANS: C PTS: 1 DIF: *Average REF: 5
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

4. _____ is often said to be the only constant in business.
- a. Survival
 - b. Profit
 - c. Change
 - d. Quality

ANS: C PTS: 1 DIF: **Difficult REF: 6
NAT: AACSB Analytic: Strategy TOP: TEXT

5. Quality of organizational achievements can be identified by measuring _____.
- a. amounts of immediate profits
 - b. expanding overseas markets
 - c. number of skilled employees
 - d. customer needs being met

ANS: D PTS: 1 DIF: **Difficult REF: 6
NAT: AACSB Analytic: Operations Management TOP: TEXT

6. Quality is defined by whom?

- a. internal customers
- b. external customers
- c. both
- d. neither

ANS: C PTS: 1 DIF: *Average REF: 6
NAT: AACSB Analytic: Operations Management TOP: TEXT

7. Gaining commitments from organizational members to achieve management's goal is _____:
- a. organizing.
 - b. cooperating.
 - c. coordinating.
 - d. leading.

ANS: D PTS: 1 DIF: *Average REF: 9
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

8. Differing cultural and national origins, varying ethnic and racial backgrounds, different age groups and mental capabilities represents:
- a. a management myth.
 - b. globalization
 - c. skills of management
 - d. diversity

ANS: D PTS: 1 DIF: *Average REF: 12
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

9. The branch of philosophy concerned with what constitutes right and wrong human conduct, including values and actions, in a given set of circumstances is defined as:
- a. leadership.
 - b. character study
 - c. ethics.
 - d. behavioral studies.

ANS: C PTS: 1 DIF: *Average REF: 11
NAT: AACSB Analytic: Ethical Responsibilities TOP: TEXT

10. Many small businesses that call their customers neighbors cannot escape influences from abroad which would include the following **except**:
- a. raw materials.
 - b. supplies.
 - c. retail inventories
 - d. manufacturers overhead.

ANS: D PTS: 1 DIF: *Average REF: 13
NAT: AACSB Analytic: Operations Management TOP: TEXT

11. The chief executive officer (CEO) and his, her or their immediate subordinates, usually called vice presidents, are usually referred to as:
- a. middle management.
 - b. top management.
 - c. board of directors.
 - d. stockholders.

ANS: B PTS: 1 DIF: *Average REF: 15
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

12. Managers that establish long-term companywide goals are _____.
- first-line managers
 - supervisors
 - middle managers
 - top management

ANS: D PTS: 1 DIF: *Average REF: 16
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

13. Managers whose expertise lies primarily in one or another of the speciality areas such as marketing, operations, or finance are known as:
- middle managers.
 - supervisors.
 - top managers.
 - functional managers.

ANS: D PTS: 1 DIF: *Average REF: 18
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

14. Which of the following is *not* one of the business functions that are universal and apply to every type of business?
- power team training
 - marketing
 - operations
 - finance

ANS: A PTS: 1 DIF: **Difficult REF: 18
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

15. Management _____ are the daily work activities, while management _____ are their abilities, talents, or capabilities to perform the work.
- roles; functions
 - roles; titles
 - functions; roles
 - functions; skills

ANS: D PTS: 1 DIF: **Difficult REF: 26
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

16. External forces that may influence planning include _____ forces:
- social
 - political
 - technological
 - d.** all of the above

ANS: D PTS: 1 DIF: *Average REF: 20
NAT: AACSB Analytic: Strategy TOP: TEXT

17. Making decisions regarding next year's budget is an example of which of the following management functions?
- organizing
 - staffing
 - planning
 - controlling

ANS: C PTS: 1 DIF: *Average REF: 20
NAT: AACSB Analytic: Strategy TOP: TEXT

18. The management function that lays the groundwork for all other functions and is the first step taken when performing them is called:
- organizing.
 - controlling.
 - staffing.
 - planning.

ANS: D PTS: 1 DIF: *Average REF: 20
NAT: AACSB Analytic: Operations Management TOP: TEXT

19. An acceptable order or priority of the five primary management functions is _____.
- planning, organizing, staffing, controlling, leading
 - planning, organizing, leading, staffing, controlling
 - planning, organizing, controlling, staffing, leading
 - planning, organizing, staffing, leading, controlling

ANS: D PTS: 1 DIF: **Difficult REF: 19-21
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

20. Which management function focuses on creating a structure to facilitate the accomplishment of goals?
- organizing
 - planning
 - leading
 - staffing

ANS: A PTS: 1 DIF: **Difficult REF: 20
NAT: AACSB Analytic: Operations Management TOP: TEXT

21. Which of the following is *not* an activity involved in the staffing function?
- reviewing the credentials of employment candidates
 - training the employee
 - orienting the employee
 - assigning work duties and delegating authority

ANS: D PTS: 1 DIF: *Average REF: 21
NAT: AACSB Analytic: HRM TOP: TEXT

22. _____ is sometimes executed as the final stage of the organizing function.
- Staffing
 - Controlling
 - Leading
 - None of the above

ANS: A PTS: 1 DIF: *Average REF: 21
NAT: AACSB Analytic: HRM TOP: TEXT

23. Which of the following is a part of controlling?
- recruiting employees
 - developing job descriptions
 - creating objectives and goals
 - measuring performance against standards

ANS: D PTS: 1 DIF: **Difficult REF: 21

NAT: AACSB Analytic: Operations Management

TOP: TEXT

24. Which of the following management functions do top managers typically spend most of their time doing?
- planning
 - controlling
 - leading
 - staffing

ANS: C PTS: 1 DIF: *Average

REF: 22

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

25. Middle managers:
- plan primarily for the short term.
 - determine long-term human resource needs.
 - plan for the entire organization.
 - develop objectives to implement top-management goals.

ANS: D PTS: 1 DIF: *Average

REF: 22

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

26. Which of the following is *not* a decisional management role?
- entrepreneur
 - disturbance handler
 - investigator
 - resource allocator

ANS: C PTS: 1 DIF: *Average

REF: 23

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

27. Three interpersonal management roles are figurehead, leader, and _____.
- negotiator
 - monitor
 - disseminator
 - liaison

ANS: D PTS: 1 DIF: *Average

REF: 23

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

28. The information role that constantly scans the environment is:
- monitor
 - disseminator
 - externalist
 - spokesperson

ANS: A PTS: 1 DIF: *Average

REF: 23

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

29. Which of the following describes the role in which the manager is building contacts through which to gather information?
- leadership role
 - spokesperson or representative role
 - negotiator role
 - liaison role

ANS: D PTS: 1 DIF: *Average

REF: 23

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

30. Which of the following describes the role in which the manager is responsible for determining who in the work unit gets the resources, and how much each person gets?
- cashier
 - controller
 - resource allocator
 - budget specialist

ANS: C

PTS: 1

DIF: *Average

REF: 24

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

31. Which of the following is *not* one of the skills required of managers?
- human
 - conceptual
 - technical
 - d.** all of these skills are required

ANS: C

PTS: 1

DIF: *Average

REF: 26

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

32. Technological skills are most essential at the _____ level of management.
- first-line
 - middle
 - top
 - both first-line and middle

ANS: A

PTS: 1

DIF: *Average

REF: 26

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

33. Which of the following management skills requires the most mental effort and thought?
- human
 - conceptual
 - technical
 - mechanical

ANS: B

PTS: 1

DIF: *Average

REF: 27

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

34. If you are both good with the task and good with people, you might have a high level of what kind of management skills?
- professional and personal
 - conceptual and human
 - technical and human
 - technical and conceptual

ANS: C

PTS: 1

DIF: **Difficult

REF: 26

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

35. The premise that all managers reflect and systematically plan all work through each day is a(n) _____.
- reality
 - common myth
 - acceptable social standard
 - practiced technique

ANS: B PTS: 1 DIF: *Average REF: 28
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

36. Interruptions, crises, meetings, and unexpected commitments for managers are considered a(n) _____.
- common myth
 - reality
 - chance occurrence
 - once in a while inconvenience

ANS: B PTS: 1 DIF: *Average REF: 28
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

MATCHING

Match the options below with the correct phrases:

- processes, practices, techniques and tools of a specialty area
 - the expectations of a manager's behavior
 - foremen and supervisors
 - the mental capacity to conceive and manipulate ideas
 - individually and collectively setting and achieving goals by exercising related functions and coordinating various resources
 - Ben and Jerry's* nationally recognized ice cream business
 - regional and district managers
 - an outcome to accomplish
 - the abilities to relate, interact, & communicate with others
 - both internal and external
 - long-term approach to customer relations
 - the various "rungs" of the organization's structural ladder
 - persons who allocate and oversee the use of resources
 - a special kind of goal
 - corporate presidents and vice presidents
 - concerned with what constitutes right and wrong human conduct
 - features of a product or service that satisfy consumers
 - managers of specialty areas
 - includes people from differing age groups, genders, ethnic and racial background
 - getting people to follow
 - second wave of the world wide web
 - practical application of knowledge
- conceptual skills
 - customers
 - goal
 - CRM
 - first-line management
 - human skills
 - management
 - management hierarchy
 - technical skills
 - middle management
 - organization
 - role
 - objective

14. managers
15. quality
16. ethics
17. top management
18. diversity
19. functional managers
20. leadership
21. technology
22. Web 2.0

1. ANS: D PTS: 1 REF: 27
NAT: AACSB Analytic: Leadership Principles
2. ANS: J PTS: 1 REF: 7 NAT: AACSB Analytic: Strategy
3. ANS: H PTS: 1 REF: 5
NAT: AACSB Analytic: Leadership Principles
4. ANS: K PTS: 1 REF: 9
NAT: AACSB Analytic: Leadership Principles
5. ANS: C PTS: 1 REF: 18
NAT: AACSB Analytic: Leadership Principles
6. ANS: I PTS: 1 REF: 26
NAT: AACSB Analytic: Leadership Principles
7. ANS: E PTS: 1 REF: 4
NAT: AACSB Analytic: Leadership Principles
8. ANS: L PTS: 1 REF: 15
NAT: AACSB Analytic: Leadership Principles
9. ANS: A PTS: 1 REF: 26
NAT: AACSB Analytic: Leadership Principles
10. ANS: G PTS: 1 REF: 17
NAT: AACSB Analytic: Leadership Principles
11. ANS: F PTS: 1 REF: 5
NAT: AACSB Analytic: Leadership Principles
12. ANS: B PTS: 1 REF: 23
NAT: AACSB Analytic: Leadership Principles
13. ANS: N PTS: 1 REF: 5
NAT: AACSB Analytic: Leadership Principles
14. ANS: M PTS: 1 REF: 4
NAT: AACSB Analytic: Leadership Principles
15. ANS: Q PTS: 1 REF: 6
NAT: AACSB Analytic: Operations Management
16. ANS: P PTS: 1 REF: 11
NAT: AACSB Analytic: Ethical Responsibilities
17. ANS: O PTS: 1 REF: 15
NAT: AACSB Analytic: Leadership Principles
18. ANS: S PTS: 1 REF: 12
NAT: AACSB Analytic: Leadership Principles
19. ANS: R PTS: 1 REF: 18
NAT: AACSB Analytic: Leadership Principles
20. ANS: T PTS: 1 REF: 9
NAT: AACSB Analytic: Leadership Principles
21. ANS: V PTS: 1 NAT: AACSB Analytic: Leadership Principles
22. ANS: U PTS: 1 NAT: AACSB Analytic: Leadership Principles