Management 16th edition Robbins Test Bank

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Management, 16e **(Robbins)**
Chapter 1 Managers and You in the Workplace

1) In today's workplace, _____.
A) women are more likely than men to be promoted into management
B) many employees perform work that in the past was considered managerial activities
C) women tend to be more effective supervisors than men
D) most organizations have eliminated the title of manager
Answer: B
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

2) Because this is her first job, Melanie was unclear about what managers actually do. Fortunately her training materials explained that a manager's job focuses on _____.
A) performing clerical duties
B) personal achievement
C) helping others accomplish their work goals
D) supervising groups rather than individual employees
Answer: C
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Application

3) An individual who works with and through other people by coordinating their work activities in order to accomplish organizational goals is _____.
A) an assembly line worker
B) a laborer
C) a manager
D) a salesperson
Answer: C
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

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4) An organizational structure that does away with traditional management roles and distributes decision making throughout the organization by empowering teams to manage themselves is called a _____.
A) frontline management system
B) holacracy
C) management pyramid
D) bureaucratic structure
Answer: B
Diff: 1
AACSB: Application of knowledge
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Application

5) Frontline managers are also known as _____.
A) regional managers
B) team leaders
C) division managers
D) store executives
Answer: B
Diff: 1
AACSB: Application of knowledge
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Application

6) First-line managers are typically those who _____.
A) are also considered middle managers
B) are involved with producing the organization's products or providing its service
C) are at the top of the organizational chart
D) are the first persons new hires meet
Answer: B
Diff: 2
AACSB: Application of knowledge
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Analytical

7) Supervisor is another name for _____.
A) store manager
B) middle manager
C) first-line manager
D) top manager
Answer: C
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

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8) A _____ is an example of a first line manager.
A) division manager
B) store executive
C) regional manager
D) shift manager
Answer: D
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

9) Kelly, a production supervisor, is responsible for ten employees who assemble components into a finished product. Kelly is a _____.
A) top manager
B) nonmanagerial employee
C) middle manager
D) first-line manager
Answer: D
Diff: 1
AACSB: Analytical thinking; Application of knowledge
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Application

10) Managers with titles such as regional manager or division manager are _____.
A) first-line managers
B) top managers
C) production managers
D) middle managers
Answer: D
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

11) Ben, a production plant manager, reports to Dan, a regional manager. Ben and Dan are _____.
A) top managers
B) middle managers
C) supervisors
D) first-line managers
Answer: B
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Application

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12) _____ are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization.
A) Middle managers
B) Top managers
C) Production managers
D) Research managers
Answer: B
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

13) Tom is responsible for project managers who supervise others who perform manual work. He reports to a vice president on another continent. Tom is a _____.
A) first-line manager
B) middle manager
C) top manager
D) non-managerial employee
Answer: B
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Application

14) _____ have titles such as executive vice president, chief operating officer, and chief executive officer.
A) Supervisors
B) Middle managers
C) First-line managers
D) Top managers
Answer: D
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

15) Kenneth is a vice president of operations. His position would be regarded as a _____.
A) top manager
B) supervisor
C) middle manager
D) first-line manager
Answer: A
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Application

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16) Blue Fin and ChrisCraft, two boat manufacturers, have merged. Top managers now must decide how the work will be divided and who will do what work in the merged firm. The pre-merger firms, and the merged firm, are each examples of _____.
A) strategic partnerships
B) coalitions
C) organizations
D) affinity groups
Answer: C
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Application

17) Many traditional nonmanagerial jobs now include managerial activities, and many organizations no longer have formal managers.
Answer: TRUE
Diff: 1
AACSB: Diverse and multicultural work environments
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

18) A manager must coordinate and oversee the work of other people so that organizational goals can be accomplished.
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

19) A manager's job is all about personal achievement.
Answer: FALSE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

20) In traditionally structured organizations, managers can be classified as first-line managers, middle managers, or top managers.
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

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21) Middle managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization.
Answer: FALSE
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

22) Explain briefly how the definition of a manager has changed over time.
Answer: Managers used to be defined as the organizational members who told others what to do and how to do it. In the past, it was easy to differentiate managers from nonmanagerial employees. Non-managerial employees were organizational members who worked directly on a job or task and had no one reporting to them. Managers were those who supervised other employees.
Today, the changing nature of organizations and work has blurred the distinction between managers and nonmanagerial employees. Many traditional nonmanagerial jobs now include managerial activities. Most employees are multi-skilled and are being cross trained. Within a single shift, an employee can be a team leader, equipment operator, maintenance technician, quality inspector, or improvement planner.
Diff: 3
AACSB: Written and oral communication
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

23) Describe and provide examples of first-line, middle, and top managers.
Answer:
a. First-line managers are the lowest level of management and manage the work of nonmanagerial individuals who are directly involved with the production or creation of the organization's products or servicing its customers. First-line managers are often called supervisors or even shift managers, district managers, department managers, or office managers.
b. Middle managers are found between the lowest and top levels of the organization. These managers manage the work of first-line managers and may have titles such as department head, project leader, store manager, or division manager.
c. Top managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization. These individuals typically have titles such as executive vice president, president, managing director, chief operating officer, or chief executive officer.
Diff: 3
AACSB: Written and oral communication
Learning Obj.: LO 1.1: Describe who managers are and where they work.
Classification: Concept

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24) Which of the following is NOT one of the three reasons managers are important?
A) Organizations need their managerial skills and abilities.
B) Managers are critical to getting things done.
C) Managers provide a sense of accomplishment for the firm.
D) Managers make a difference in an organization's performance.
Answer: C
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.2: Explain why managers are important to organizations.
Classification: Concept

25) The Gallup Organization has determined through polling thousands of managers and employees that the single most important determinant of employee success is _____.
A) compensation
B) the employee's gender and overall attitude
C) the employee's interaction with their manager
D) the employee's ability to compartmentalize their work and family
Answer: C
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.2: Explain why managers are important to organizations.
Classification: Concept

26) A great manager can inspire employees both professionally and personally.
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.2: Explain why managers are important to organizations.
Classification: Concept

27) Managers play an important role in dealing with various challenges being faced by organizations today.
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.2: Explain why managers are important to organizations.
Classification: Concept

28) The abilities and actions of managers have an indirect and limited impact on an organization's performance.
Answer: FALSE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.2: Explain why managers are important to organizations.
Classification: Concept

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29) Identify and discuss three reasons managers are still important even in the changing organizational structures in use today.
Answer:
a. The first reason why managers are important is because *organizations need their managerial skills and abilities* more than ever in uncertain, complex, and chaotic times. As organizations deal with today's challenges–changing workforce dynamics, the worldwide economic climate, changing technology, ever-increasing globalization, and so forth–managers play an important role in identifying critical issues and crafting responses.
b. Another reason why managers are important to organizations is because *they're critical to getting things done.* They create and coordinate the workplace environment and work systems so that others can perform those tasks. Or, if work isn't getting done or isn't getting done as it should be, they're the ones who find out why and get things back on track. And these managers are key players in leading the company into the future.
c. Finally, *managers do matter* to organizations. The single most important variable in employee productivity and loyalty isn't pay or benefits or workplace environment–it's the quality of the relationship between employees and their direct supervisors. The way a company manages and engages its people can significantly affect its financial performance. Leadership is the single largest influence on employee engagement. Managerial ability is important in creating organizational value.
Diff: 3
AACSB: Written and oral communication
Learning Obj.: LO 1.2: Explain why managers are important to organizations.
Classification: Concept

30) Ng figured out a way to increase his factory's output while using the same number of workers. This is an example of _____.
A) increased efficiency
B) increased effectiveness
C) better time management
D) planning
Answer: A
Diff: 2
AACSB: Application of knowledge
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

31) Technology makes it easier to stay focused on activities that help the organization achieve its goals. This is an example of _____.
A) efficiency
B) effectiveness
C) time management
D) planning
Answer: B
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Critical thinking

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32) Andrew is reviewing next week's orders, scheduling orders to machines, and assigning employees to run those machines. Andrew is engaged in _____.
A) planning
B) organizing
C) leading
D) controlling
Answer: A
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

33) Donald's ability to complete activities efficiently and effectively with and through other people is known as _____.
A) management
B) leadership
C) entrepreneurship
D) delegation
Answer: A
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

34) _____ involves ensuring that work activities are completed efficiently and effectively by the people responsible for doing them.
A) Leading
B) Managing
C) Planning
D) Organizing
Answer: B
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

35) Which one of the following is an example of an efficient manufacturing technique?
A) Reducing the amount of scrap created in the process of making a product.
B) Increasing the amount of time to manufacture products.
C) Increasing product reject rates.
D) Meeting customers' rigorous demands.
Answer: A
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

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36) Wasting resources is considered to be an example of _____.
A) reduced effectiveness
B) unsustainable activities
C) inefficiency
D) managerial slack
Answer: C
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

37) An automobile manufacturer increased the total number of cars produced while keeping the production costs the same. The manufacturer increased its _____.
A) equity
B) efficiency
C) effectiveness
D) effort
Answer: B
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

38) Ellen's ability to produce the same amount of product with fewer personnel is a reflection of her _____.
A) effectiveness
B) organizing skills
C) leadership
D) efficiency
Answer: D
Diff: 3
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

39) Effectiveness is associated with _____.
A) reducing inventory
B) decreasing production time
C) doing the right things
D) doing things right
Answer: C
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

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40) Whereas _____ is concerned with the means of getting things done, _____ is concerned with the ends, or attainment of organizational goals.
A) effectiveness; efficiency
B) efficiency; effectiveness
C) effort; efficiency
D) efficiency; experience
Answer: B
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

41) The fact that Eileen achieves her departmental goals is an indication of her _____ as a manager.
A) leadership
B) effectiveness
C) efficiency
D) attention to detail
Answer: B
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

42) If your team quickly painted the wall but discovered afterward it was the wrong wall, your team would be _____.
A) efficient but ineffective
B) efficient and effective
C) effective but inefficient
D) neither effective nor efficient
Answer: A
Diff: 3
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

43) If Fiona accomplishes her projects with high-quality results, but takes more time than other managers in the process, as a manager she is _____.
A) efficient, but ineffective
B) a leader, but not a top manager
C) project-oriented, but not effective
D) effective, but inefficient
Answer: D
Diff: 2
AACSB: Analytical thinking
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Classification: Application

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44) More than a hundred years ago, Henri Fayol proposed that managers performed five functions. They were _____.
A) planning, organizing, directing, evaluating, and controlling
B) organizing, directing, coordinating, evaluating, and controlling
C) planning, organizing, directing, coordinating, and controlling
D) planning, organizing, commanding, coordinating, and controlling
Answer: D
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

45) Today, the basic management functions include _____.
A) planning, organizing, commanding, and coordinating
B) planning, organizing, coordinating, and controlling
C) planning, organizing, directing, and controlling
D) planning, organizing, leading, and controlling
Answer: D
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

46) Establishing strategies for achieving organizational goals is a part of the _____ function.
A) leading
B) coordinating
C) planning
D) organizing
Answer: C
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

47) When Gavin decides the number of units his employees should produce, he is performing which of the following management functions?
A) Controlling
B) Leading
C) Planning
D) Organizing
Answer: C
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

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48) Organizing includes _____.
A) setting organizational goals
B) hiring organizational members
C) motivating organizational members
D) determining who does what tasks
Answer: D
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

49) The human resources manager is meeting with the production manager to write job descriptions and to decide how to group jobs for a new production line. These two are engaged in _____.
A) planning
B) organizing
C) leading
D) controlling
Answer: B
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

50) Two of Brent's subordinates have not been getting along, a situation that has now interfered with their productivity. When Brent meets with them to resolve the conflict, he is engaged in _____.
A) planning
B) organizing
C) leading
D) controlling
Answer: C
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

51) Motivating subordinates is primarily associated with the management function of _____.
A) planning
B) organizing
C) leading
D) directing
Answer: C
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

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52) The _____ roles involve collecting, receiving, and disseminating information, according to Mintzberg's managerial roles.
A) interpersonal
B) informational
C) technical
D) decisional
Answer: B
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

53) When Fred tells the employees that he is sure they can fulfill the schedule because they are good and skilled employees, he is performing which of the following management functions?
A) Controlling
B) Leading
C) Negotiating
D) Delegating
Answer: B
Diff: 3
AACSB: Analytical thinking; Application of knowledge
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

54) When Brandi is sharing with her team members the information she received at this morning's production meeting, she is performing the Mintzberg role of _____.
A) liaison
B) monitor
C) entrepreneur
D) disseminator
Answer: D
Diff: 3
AACSB: Application of knowledge; Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

55) The process of monitoring, comparing, and correcting is called _____.
A) controlling
B) planning
C) leading
D) evaluating
Answer: A
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

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56) When Joe checks the amount of output that the employees have completed and the number of units that have been rejected, which of the following management functions is being performed?
A) Controlling
B) Leading
C) Organizing
D) Monitoring
Answer: A
Diff: 3
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

57) _____ developed a categorization scheme for defining what managers do, consisting of ten different but highly interrelated roles.
A) Henri Fayol
B) Abraham Maslow
C) Henry Mintzberg
D) Peter Drucker
Answer: C
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

58) According to Mintzberg's managerial roles, the _____ roles are ones that involve people and other duties that are ceremonial and symbolic in nature.
A) informational
B) interpersonal
C) technical
D) decisional
Answer: B
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

59) When the mayor officiates at the ribbon-cutting ceremony for the new bridge, the mayor is performing one of Mintzberg's _____ roles.
A) interpersonal
B) informational
C) decisional
D) organizing
Answer: A
Diff: 3
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

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60) The _____ role (as Mintzberg defined it) is more important for lower-level managers than it is for either middle- or top-level managers.
A) leader
B) figurehead
C) negotiator
D) disseminator
Answer: A
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

61) Mark is vice president of finance. At his level of management, he is more likely to use the role of _____ than _____.
A) leader; disseminator
B) spokesperson; negotiator
C) figurehead; liaison
D) disseminator; leader
Answer: D
Diff: 3
AACSB: Application of knowledge
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Critical thinking

62) Connie has an idea for a new product she would like to produce and market. Mintzberg would consider the activities necessary to form and launch her company to be part of the _____ role.
A) figurehead
B) resource allocator
C) negotiator
D) entrepreneur
Answer: D
Diff: 3
AACSB: Analytical thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Application

63) Effectiveness refers to getting the most output from the least amount of input.
Answer: FALSE
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

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64) Efficiency is described as "doing things right."
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

65) Determining who reports to whom is part of the planning function of management.
Answer: FALSE
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

66) Directing and motivating are part of the organizing function of management.
Answer: FALSE
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

67) The four contemporary functions of management are planning, organizing, commanding, and controlling.
Answer: FALSE
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

68) As part of Dave's controlling function of management, he must monitor and evaluate performance.
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

69) According to Mintzberg, the leader role is more important for higher-level managers because they have responsibility for more of the organization.
Answer: FALSE
Diff: 2
AACSB: Interpersonal relations and teamwork
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

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70) Figurehead, leader, and liaison are all informational managerial roles according to Mintzberg.
Answer: FALSE
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

71) Disturbance handler is one of Mintzberg's interpersonal roles.
Answer: FALSE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

72) Briefly discuss the difference between efficiency and effectiveness.
Answer:
a. Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs-including resources such as people, money, and equipment-they are concerned with the efficient use of resources. It's often referred to as "doing things right"-that is, not wasting resources. For instance, efficient manufacturing techniques can be implemented by doing things such as cutting inventory levels, decreasing the amount of time to manufacture products, and lowering product reject rates.
b. Effectiveness is often described as "doing the right things"-that is, doing those work activities that will help the organization reach its goals. For instance, goals can include meeting customers' rigorous demands, executing world-class manufacturing strategies, and making employee jobs easier and safer. Through various work initiatives, these goals can be pursued and achieved. Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals.
Diff: 3
AACSB: Reflective thinking
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Classification: Concept

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73) List and explain the four basic functions of management.
Answer: The four basic functions of management are: (a) Planning, (b) Organizing, (c) Leading, and (d) Controlling.
a. When managers engage in planning, they set goals, establish strategies for achieving those goals, and develop plans to integrate and coordinate activities.
b. When managers organize, they determine what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.
c. When managers engage in leading, they motivate subordinates, help resolve work group conflicts, influence individuals or teams as they work, select the most effective communication channel, or deal in any way with employee behavior issues.
d. When managers control, they ensure that goals are being met and that work is being done as it should be. They monitor and evaluate performance. They compare actual performance with the set goals. If those goals aren't being achieved, it's the manager's job to get work back on track. This process of monitoring, comparing, and correcting is the controlling function.
Diff: 3
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

74) List the ten managerial roles developed by Mintzberg.
Answer: Mintzberg described ten managerial roles grouped around interpersonal relationships, the transfer of information, and decision making.

A. The interpersonal roles are ones that involve people (subordinates and persons outside the organization) and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include:
a. figurehead
b. leader
c. liaison

B. The informational roles involve collecting, receiving, and disseminating information. The three informational roles include:
a. monitor
b. disseminator
c. spokesperson

C. Finally, the decisional roles entail making decisions or choices. The four decisional roles include:
a. entrepreneur
b. disturbance handler
c. resource allocator
d. negotiator
Diff: 3
AACSB: Reflective thinking
Learning Obj.: LO 1.3: List the functions and roles of managers.
Classification: Concept

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75) One examples of a new technology or technological driven process that is NOT changing the way managers work is _____.
A) digital transformation
B) artificial intelligence
C) gig economy
D) digital gaming
Answer: D
Diff: 3
AACSB: Reflective thinking
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Concept

76) The process of rethinking how to use technology, people, and processes to accomplish the organization's work is known as _____.
A) artificial intelligence
B) machine learning
C) the gig economy
D) digital transformation
Answer: D
Diff: 3
AACSB: Reflective thinking
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Concept

77) Jaun designs websites for his side hustle. His design business is part of _____.
A) employee well-being
B) the gig economy
C) artificial intelligence
D) the digital transformation
Answer: B
Diff: 3
AACSB: Application of knowledge
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Application

78) Firm XYZ is using a software system to monitor and evaluate employee performance. This is an application of _____.
A) employee well-being
B) the gig economy
C) artificial intelligence
D) the digital transformation
Answer: C
Diff: 3
AACSB: Reflective thinking
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Concept

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79) Today's manager must deal with a host of new challenges that include _____.
A) how to manage remote work
B) greater political uncertainty
C) staffing and employee issues
D) increasing production efficiency
Answer: A
Diff: 3
AACSB: Application of knowledge
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Application

80) One of the most difficult aspects of the increasing use of technology in the workplace has been to make employees feel good about artificial intelligence.
Answer: FALSE
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Critical thinking

81) The COVID-19 pandemic increased the speed of transformation to remote work.
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Concept

82) Firms that compete in non-technology markets, such as retailers, need not concern themselves with artificial intelligence applications.
Answer: FALSE
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Concept

83) Workers of today like remote work and hybrid work since it makes it easier to balance life and work.
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Concept

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84) Many experts believe the gig economy is a passing fad.
Answer: FALSE
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Critical thinking

85) Now and into the future, managers will need to focus more on employee well-being.
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Concept

86) Briefly explain how the COVID-19 pandemic changed the way we work.
Answer: One of the most significant outcomes of the COVID-19 pandemic has been the growth of remote and hybrid working. **Remote work** is the practice of accomplishing work tasks away from the company's worksite; **hybrid work** is the practice of working remotely part of the time and on-site part of the time. Although remote and hybrid working options have existed for a long time, not all organizations embraced them. During the global lockdown at the start of the pandemic, however, many organizations quickly adapted to remote work by necessity. But as the need to work remotely diminished, workers continued to demand remote work options because they found the flexibility improved their overall work-life balance.
Diff: 3
AACSB: Written and oral communication
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Concept

87) What is the gig economy?
Answer: Technology has also impacted companies' use of temporary or contract workers. Contract workers are not company employees; rather, they work for a company on an as-needed basis. The evolution of apps such as Door Dash and Uber have transformed the contract labor market, allowing workers to generate income via a *side hustle* or create a full-time job by bringing together different *gig* work arrangements. This evolution is often referred to as the **gig economy** because it describes a new labor market of workers doing freelance type work.
Diff: 3
AACSB: Reflective thinking
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Concept

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88) Why is it important for managers to focus on employee well-being?
Answer: A Gallup study in 2022 found that 70 percent of workers reported their boss as a source of stress that affected their engagement with work. This makes the manager's role is important in reducing employees' stress since there is strong evidence that employees that are less stressed are more productive.
Diff: 3
AACSB: Reflective thinking
Learning Obj.: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.
Classification: Synthesis

89) Technical skills include _____.
A) experience gained by experiments that are used in performing managerial tasks
B) job-specific knowledge needed to proficiently perform work tasks
C) the ability to work well with individuals and groups
D) skills managers use to think and to conceptualize about abstract and complex situations
Answer: B
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Concept

90) One of Calvin's employees is having problems with a production machine, so Calvin helps him troubleshoot the problem. Calvin is using his _____ skills.
A) negotiator
B) technical
C) interpersonal
D) conceptual
Answer: B
Diff: 3
AACSB: Analytical thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Application

91) _____ skills tend to be more important for first-line managers since they manage employees who produce the organization's product or service the organization's customers.
A) Human
B) Technical
C) Conceptual
D) Empirical
Answer: B
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Concept

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92) When Paula assists the employees who produce the product she is using her _____.
A) conceptual skills
B) disseminator skills
C) technical skills
D) interpersonal skills
Answer: C
Diff: 3
AACSB: Analytical thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Application

93) Understanding machine operating instructions would be considered a(n) _____ skill for a production manager.
A) interpersonal
B) technical
C) conceptual
D) empirical
Answer: B
Diff: 2
AACSB: Analytical thinking; Application of knowledge
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Application

94) _____ skills involve the ability to work well with other people, both individually and in a group.
A) Technical
B) Assessment
C) Planning
D) Interpersonal
Answer: D
Diff: 1
AACSB: Reflective thinking
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Classification: Concept

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95) When Michael meets with the human resources manager to discuss a complaint filed by one of the employees in the production department, he requires which of the following managerial skills?
A) Conceptual skills
B) Interpersonal skills
C) Negotiator skills
D) Disturbance handler skills
Answer: B
Diff: 3
AACSB: Analytical thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Application

96) When Sam Walton visited his Walmart stores, he would often lead the employees in cheers and give inspiring speeches. Sam knew the importance of _____ skills.
A) decisional
B) technical
C) interpersonal
D) conceptual
Answer: C
Diff: 3
AACSB: Analytical thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Application

97) Ralph's search for new technologies that can be used in the production processes of his plant is an example of which type of management skill?
A) Conceptual
B) Communication
C) Effectiveness
D) Monitor
Answer: A
Diff: 3
AACSB: Analytical thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Application

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98) Which one of the following is true concerning the three managerial skills?
A) Technical skills tend to be most important for middle-level managers.
B) Conceptual skills are most important for lower-level managers.
C) Interpersonal skills remain equally important to all levels of management.
D) Technical skills increase, and conceptual skills decrease in importance, as a manager climbs the organizational chart.
Answer: C
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Concept

99) Because Sterling is a shift manager, _____.
A) his technical skills are of the utmost priority
B) his conceptual skills are of the utmost priority
C) his interpersonal skills are not important
D) he need not have any empirical skills
Answer: A
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Application

100) Terry has recently been promoted from shift manager to department manager. As a result, _____.
A) her empirical skills are going to be most important
B) the importance of her technical skills is reduced
C) her conceptual skills are going to take the priority
D) the importance of her interpersonal skills is reduced
Answer: B
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Application

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101) The CEO of MindWerks must understand the industry in which his business competes, the future of that industry, and the competition. This requires strong _____ skills.
A) technical
B) interpersonal
C) conceptual
D) controlling
Answer: C
Diff: 3
AACSB: Analytical thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Application

102) Bethany is the president of her organization. Therefore, _____.
A) she should be very sound in her technical skills
B) she can manage with limited financial skills
C) conceptual skills are the most important skills that Bethany requires
D) her interpersonal skills are not important
Answer: C
Diff: 2
AACSB: Analytical thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Application

103) Managers with good _____ skills know how to communicate, motivate and lead to get the best out of their people.
A) interpersonal
B) conceptual
C) technical
D) empirical
Answer: A
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Concept

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104) Conceptual skills involve _____.
A) managing employees who use tools to produce the organization's products
B) communicating with customers
C) thinking about abstract and complex situations
D) inspiring enthusiasm and trust among employees
Answer: C
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Concept

105) Conceptual skills are less important to top managers.
Answer: FALSE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Concept

106) According to Robert L. Katz, managers need to have technical, interpersonal, and conceptual skills.
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Concept

107) Technical skills become less important as a manager moves into higher levels of management.
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Concept

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108) Describe the three main types of managerial skills identified by Robert Katz. Which skills are most important to each level of management, and why?
Answer: Robert L. Katz proposed that managers need three critical skills in managing: technical, interpersonal, and conceptual.
a. Technical skills are the job-specific knowledge and techniques needed to proficiently perform work tasks. These skills tend to be more important for first-line managers because they typically manage employees who use tools and techniques to produce the organization's products or service the organization's customers. Often, employees with excellent technical skills get promoted to first-line manager.
b. Human skills involve the ability to work well with other people, both individually and in a group. Because all managers deal with people, these skills are equally important to all levels of management. Managers with good interpersonal skills get the best out of their people. They know how to communicate, motivate, lead, and inspire enthusiasm and trust.
c. Conceptual skills are the skills managers use to think and to conceptualize about abstract and complex situations. Using these skills, managers see the organization as a whole, understand the relationships among various subunits, and visualize how the organization fits into its broader environment. These skills are most important to top managers.
Diff: 3
AACSB: Reflective thinking
Learning Obj.: LO 1.5: Identify career options in management and skills that lead to career success.
Classification: Concept

109) Management is needed in all types and sizes of organizations, at all organizational levels and in all organizational work areas, and in all organizations, no matter where they are located. This principle is known as the _____.
A) impartiality of management
B) neutrality of management
C) universality of management
D) reality of management
Answer: C
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.6: Explain the value of studying management.
Classification: Concept

110) Which of the following is NOT one of the ways you use to deal with organizational politics?
A) Be visible.
B) Make yourself appear indispensable.
C) Support your boss.
D) Ignore all office politics.
Answer: D
Diff: 3
AACSB: Reflective thinking
Learning Obj.: LO 1.6: Explain the value of studying management.
Classification: Concept

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111) What makes an organization political?
A) Operating with limited resources.
B) Receiving recognition.
C) Motivating workers in chaotic situations.
D) Performing duties that are more clerical than managerial.
Answer: A
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.6: Explain the value of studying management.
Classification: Concept

112) The universality of management means that _____.
A) all managers in all organizations perform the four management functions
B) all managers in all organizations perform the same quantity of managerial functions
C) all managers in all organizations perform managerial functions in similar ways
D) any manager can work in any organization and perform any management function
Answer: A
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.6: Explain the value of studying management.
Classification: Concept

113) Effectively dealing with organizational politics helps you _____.
A) develop powerful allies
B) get promoted despite qualifications
C) find ways to work less
D) get better performance evaluations
Answer: A
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.6: Explain the value of studying management.
Classification: Concept

114) Management is universally needed in all organizations.
Answer: TRUE
Diff: 1
AACSB: Reflective thinking
Learning Obj.: LO 1.6: Explain the value of studying management.
Classification: Concept

115) Research shows that the quality of management has little impact on the success of the business.
Answer: FALSE
Diff: 2
AACSB: Reflective thinking
Learning Obj.: LO 1.6: Explain the value of studying management.
Classification: Concept

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116) Why does the reality of work make studying management valuable?
Answer: We will all either manage others or be managed. For those who plan to be managers, an understanding of management forms the foundation upon which to build your management knowledge and skills. For those of you who don't see yourself managing, you're still likely to have to work with managers. Experience suggests that you can gain a great deal of insight into the way your boss (and fellow employees) behave and how organizations function by studying management.
Diff: 3
AACSB: Reflective thinking
Learning Obj.: LO 1.6: Explain the value of studying management.
Classification: Concept

117) What is universality of management? Why is it important?
Answer: Management is needed in all types and sizes of organizations, at all organizational levels and in all organizational work areas, and in all organizations, no matter where they're located. This is known as the universality of management. In all organizations, managers must plan, organize, lead, and control. Management is universally needed in all organizations. So it is necessary to find ways to improve the way organizations are managed. Organizations that are well-managed develop a loyal customer base, grow, and prosper, even during challenging times. Those that are poorly managed find themselves losing customers and revenues. By studying management and its universality, an individual will be able to recognize poor management and work to get it corrected.
Diff: 3
AACSB: Reflective thinking
Learning Obj.: LO 1.6: Explain the value of studying management.
Classification: Concept

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