

- Chapter 1(Foundations of Management and Organizations)

- ✓ True Or False:

- 1) A great manager makes a job more enjoyable and productive.

Answer: TRUE

- 2) Managers play an important role in dealing with various challenges being faced by organizations today.

Answer: TRUE

- 3) Today's managers are just as likely to be women as they are men.

Answer: TRUE

- 4) A manager must coordinate and oversee the work of other people so that organizational goals can be accomplished.

Answer: TRUE

- 5) A manager's job is all about personal achievement.

Answer: FALSE

- 6) In traditionally structured organizations managers can be classified as first-line managers, middle managers, or top managers.

Answer: TRUE

- 7) Middle managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization.

Answer: FALSE

- 8) Effectiveness refers to getting the most output from the least amount of input.

Answer: FALSE

- 9) Efficiency is described as "doing things right."

Answer: TRUE

10) The four contemporary functions of management are planning, organizing, leading, and controlling.

Answer: TRUE

11) Determining who reports to whom is part of the controlling function of management.

Answer: FALSE

12) Directing and motivating are part of the controlling function of management.

Answer: FALSE

13) When a manager performs the controlling function of management, he must monitor and evaluate performance.

Answer: TRUE

14) Disturbance handler is one of Mintzberg's interpersonal roles.

Answer: FALSE

15) According to Robert L. Katz, managers need to have technical, human, and conceptual skills.

Answer: TRUE

16) Technical skills become less important as a manager moves into higher levels of management.

Answer: TRUE

17) Conceptual skills are less important to top managers.

Answer: FALSE

18) In order for organizations to survive successfully, managers must create a customer-responsive organization.

Answer: TRUE

19) Social media platforms for electronic communication have become popular among employees to share ideas in their personal lives, but have not yet become tools used extensively in the workplace.

Answer: FALSE

20) Innovation is confined to high-tech and other technologically sophisticated organizations.

Answer: FALSE

21) Management is universally needed in all organizations.

Answer: TRUE

22) A portion of a manager's job, especially at lower organizational levels may entail duties that are often more clerical than managerial.

Answer: TRUE

❖ Choose The Right Answer:

1. Which of the following statements regarding managers in today's world is accurate?
 - A. Their age range is limited to between 30 and 65 years.
 - B. They are found only in large corporations.
 - C. They can be found exclusively in for-profit organizations.
 - D. The single most important variable in employee productivity and loyalty is the quality of the relationship between employees and their direct supervisors.

Answer: D

2. 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

3. Supervisor is another name for which of the following?
 - A. team leader
 - B. middle manager
 - C. first-line manager
 - D. top manager

Answer: C

4. A _____ is an example of a first-line manager.

- A. division manager
- B. store manager
- C. regional manager
- D. shift manager

Answer: D

5. Managers with titles such as regional manager, project leader, or division manager are _____.

- A. first-line managers
- B. top managers
- C. production managers
- D. middle managers

Answer: D

6. _____ are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization.

- A. First-line managers
- B. Top managers
- C. Production managers
- D. Research managers

Answer: B

7. _____ have titles such as executive vice president, chief operating officer, and chief executive officer.

- A. Team leaders
- B. Middle managers
- C. First-line managers
- D. Top managers

Answer: D

8. _____ involves ensuring that work activities are completed efficiently and effectively by the people responsible for doing them.

- A. Commanding
- B. Managing
- C. Planning
- D. Organizing

Answer: B

9. Which of the following is an example of an efficient manufacturing technique?

- A. cutting inventory levels
- B. increasing the amount of time to manufacture products
- C. increasing product reject rates
- D. meeting customers' rigorous demand

Answer: A

10. Wasting resources is considered to be an example of _____.

- A. inefficacy
- B. ineffableness
- C. inefficiency
- D. ineffectiveness

Answer: C

11. An automobile manufacturer increased the total number of cars produced keeping the production cost the same. The manufacturer _____.

- A. increased its equity
- B. increased its efficiency
- C. increased its effectiveness
- D. increased its affability

Answer: B

12. Effectiveness is associated with _____.

- A. reducing inventory
- B. decreasing production time
- C. doing the right things
- D. doing things right

Answer: C

13. 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. effectiveness; affability
- D. efficiency; experience

Answer: B

14. In successful organizations, _____.
- A. high efficiency and high equanimity go hand in hand
 - B. high efficiency and high effervescence go hand in hand
 - C. high efficiency and high effectiveness go hand in hand
 - D. high efficiency and high accessibility go hand in hand

Answer: C

15. Henri Fayola, in the early part of the twentieth century proposed that all managers perform _____ functions.
- A. three
 - B. four
 - C. five
 - D. nine

Answer: C

16. Today, the basic management functions include _____.
- A. planning, organizing, commanding, and coordinating
 - B. planning, organizing, coordinating, and controlling
 - C. planning, organizing, commanding, and controlling
 - D. planning, organizing, leading, and controlling

Answer: D

17. Establishing strategies for achieving organizational goals is a part of the _____ function.
- A. leading
 - B. coordinating
 - C. planning
 - D. organizing

Answer: C

18. Organizing includes _____.
- A. setting organizational goals
 - B. hiring organizational members
 - C. motivating organizational members
 - D. determining who does what tasks

Answer: D

19. A manager resolving conflict among organizational members is performing which of the following functions?

- A. controlling
- B. planning
- C. organizing
- D. leading

Answer: D

20. Motivating subordinates is primarily associated with the management function of _____.

- A. planning
- B. organizing
- C. leading
- D. controlling

Answer: C

21. The process of monitoring, comparing, and correcting is called _____.

- A. controlling
- B. planning
- C. leading
- D. organizing

Answer: A

22. 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

23. The _____ roles involve collecting, receiving, and disseminating information, according to Mintzberg's managerial roles.

- A. interpersonal
- B. informational
- C. technical
- D. decisional

Answer: B

24. Which of the following is an example of an informational role according to Mintzberg?

- A. liaison
- B. monitor
- C. negotiator
- D. resource allocator

Answer: B

25. Which of the following is not an example of an interpersonal role according to Mintzberg?

- A. figurehead
- B. leader
- C. liaison
- D. spokesperson

Answer: D

26. Which of the following is an example of a decisional role according to Mintzberg?

- A. monitor
- B. entrepreneur
- C. figurehead
- D. disseminator

Answer: B

27. 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

28. 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

29. Which of the following skills tend to be more important for first-line managers since they manage employees who produce the organization's product?
- A. human
 - B. technical
 - C. conceptual
 - D. empirical

Answer: B

30. Understanding building codes would be considered a _____ skill for a building contractor.
- A. human
 - B. technical
 - C. conceptual
 - D. empirical

Answer: B

31. Which of the following skills involves the ability to work well with other people, both individually and in a group?
- A. technical skills
 - B. assessment skills
 - C. planning skills
 - D. human skills

Answer: D

32. Which 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. Human 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

33. Managers with good _____ know how to communicate, motivate and lead to get the best out of their people.
- A. human skills

- B. conceptual skills
- C. technical skills
- D. empirical skills

Answer: A

34. 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

35. Which of the following changes has resulted in the shifting of organizational boundaries?
- A. digitization
 - B. increased emphasis on organizational ethics
 - C. increased competitiveness
 - D. changing security threats

Answer: A

36. Increased accountability of employees is typically caused by _____.
- A. increased digitization
 - B. increased emphasis on organizational ethics
 - C. security threats to the organization
 - D. discrimination concerns

Answer: B

37. Which of the following is true regarding a manager's job with respect to customers?
- A. Today, the majority of employees in developed countries work in product sectors.
 - B. Managers have not yet recognized the importance of delivering consistent high-quality customer services.
 - C. Managers must create a customer-responsive organization in order to survive successfully in today's environment.
 - D. Employees play an insignificant role in delivering quality customer services.

Answer: C

38. Social media is a communications tool which should not be used to _____.

- A. publish one-way messages from managers to employees
- B. connect with customers
- C. manage human resources
- D. tap into innovation and talent

Answer: A

39. From a business perspective, a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental, and social opportunities into its business strategies is known as _____.

- A. accountability
- B. universality
- C. equitability
- D. sustainability

Answer: D

40. Which of the following is true regarding the changes that a manager's job is undergoing?

- A. Managers practicing sustainability integrate economic, environmental, and social opportunities into the business strategy.
- B. Digitization hardly affects a manager's responsibilities.
- C. According to managers, employees contribute the least to the success of a customer service organization.
- D. Innovative efforts are exclusively important for managers serving in high-tech organizations.

Answer: A

41. 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

42. 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

43. Which of the following types of managerial positions is most likely to involve clerical duties?

- A. supervisor
- B. regional manager
- C. project leader
- D. president

Answer: A

44. Which of the following represents one of the challenges of management?

- A. enjoy relatively easy work
- B. support, coach, and nurture others
- C. have little influence on organizational outcomes
- D. have to deal with a variety of personalities

Answer: D

45. Which of the following represents one of the rewards of being a manager?

- A. operating with limited resources
- B. receiving recognition in the organization
- C. motivating workers in chaotic situations
- D. doing duties that are more clerical than managerial

Answer: B