TRUE/FALSE QUESTIONS

A MANAGER’S DILEMMA

1. According to the discussion in a “A Manager’s Dilemma,” Tom Gegax believes that helping employees balance personal and work lives will lead to increased performance.
   (True; moderate; p. 3)

2. As CEO, Tom Gegax’s managerial philosophies are likely to significantly impact whether his company achieves its goals.
   (True; moderate; p. 10)

WHO ARE MANAGERS?

3. In order to be considered a manager, an individual must coordinate the work of others.
   (True; moderate; p. 5)

4. Supervisors and foremen may both be considered first-line managers.
   (True; moderate; p. 6)

WHAT IS MANAGEMENT?

5. The four contemporary functions of management are planning, organizing, leading, and controlling.
   (True; easy; p. 9)

6. Effectiveness refers to the relationship between inputs and outputs.
   (False; moderate; p. 7)
7. Whereas effectiveness is concerned with the means of getting things done, efficiency is concerned with the ends, or the attainment of organizational goals.

(True; difficult; p. 8)

8. According to the textbook, the goal of efficiency is to minimize resource costs.

(True; moderate; p. 7)

9. Efficiency is often referred to as “doing things right.”

(True; moderate; p. 7)

WHAT DO MANAGERS DO?

10. When managers meet organizational goals, they are efficient and effective.

(False; difficult; p. 8)

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

(False; easy; p. 9)

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

(False; moderate; p. 9)

13. Fayol’s management functions and Mintzberg’s management roles are basically the same.

(False; moderate; p. 10)

14. The roles of figurehead, leader, and liaison are all interpersonal roles.

(True; difficult; p. 10)

15. Disturbance handler is one of Mintzberg’s interpersonal roles.

(False; difficult; p. 10)

16. According to Mintzberg’s management roles, the informational role involves receiving, collecting, and disseminating information.

(True; moderate; p. 10)
17. Mintzberg’s resource allocation role is similar to Fayol’s planning function.
   (True; difficult; p. 11)

18. Resource allocation and disturbance handling are both considered decisional roles.
   (True; moderate; p. 11)

19. A finance manager who reads the Wall Street Journal on a regular basis would be performing the figurehead role.
   (False; moderate; p. 11)

20. Katz found that managers needed three essential skills: technical, human, and informational.
   (False; difficult; p. 12)

21. Technical skills become less important as a manager moves into higher levels of management.
   (True; moderate; p. 12)

22. Conceptual skills become less important as a manager moves into top management.
   (False; easy; p. 12)

23. Interpersonal skills are described by terms such as abstract situations and visualization.
   (False; moderate; p. 12)

24. Coaching and budgeting are skills closely related to the management function of leading.
   (False; difficult; p. 13)

25. Budgeting is a skill that is related to both planning and controlling.
   (True; moderate; p. 13)

26. In today’s world, organizational managers at all levels and in all areas need to encourage their employees to be on the look-out for new ideas and new approaches.
   (True; moderate; p. 16)
27. Only first-line managers and employees need to be concerned with being customer-responsive.  
   (False; moderate; p. 15)

28. Innovation is only important in high-tech firms.  
   (False; moderate; p. 16)

WHAT IS AN ORGANIZATION?

29. A distinct purpose is important in defining an organization.  
   (True; easy; p. 16)

30. A nontaxable organization, such as the United Way, cannot be considered an organization.  
   (False; moderate; p.16)

MULTIPLE-CHOICE QUESTIONS
For each of the following choose the answer that most completely answers the question.

INTRODUCTION

31. Which of the following statements regarding managers in today’s world is accurate?  
   a. Their age range is limited to between 30 and 65.  
   b. The 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.  
   (d; easy; p. 4)

32. According to data collected by Catalyst, a nonprofit research group, ________ percent of corporate officers in Fortune 500 companies are women.  
   a. 55.3  
   b. 15.7  
   c. 39.7  
   http://vustudents.ning.com
d. 21.9

(b; moderate; p. 4)

WHO ARE MANAGERS?

33. Someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals is ___________.
   a. a very intelligent individual
   b. a supervisor of production work
   c. a manager
   d. an operations supervisor
   (c; easy; p. 5)

34. Managers who are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization are ___________.
   a. first-line managers
   b. top managers
   c. production managers
   d. research managers
   (b; easy; p. 5)

35. All levels of management between the supervisory level and the top level of the organization are termed ___________.
   a. middle managers
   b. first-line managers
   c. supervisors
   d. foremen
   (a; easy; p. 6)
36. *Executive vice president, president, managing director, chief operating officer, chief executive officer, or chairman of the board* are positions associated with which of the following levels of management?
   a. team leaders
   b. middle managers
   c. first-line managers
   d. top managers
   *(d; easy; p. 6)*

37. *Agency head or plant manager* is most likely associated with which of the following?
   a. team leaders
   b. middle managers
   c. first-line managers
   d. top managers
   *(b; moderate; p. 6)*

38. The lowest level of management is ______________.
   a. a nonmanagerial employee
   b. a department of research manager
   c. a vice president
   d. a first-line manager
   *(d; easy; p. 5)*

39. Supervisor is another name for whom?
   a. team leaders
   b. middle managers
   c. first-line managers
   d. top managers
   *(c; moderate; p. 6)*
40. Managers with titles such as department head, project leader, plant manager, or division manager are
___________.
   a. first-line managers
   b. top managers
   c. production managers
   d. middle managers
   (d; moderate; p. 6)

41. All levels of management between the supervisory level and the top level of the organization are termed
___________.
   a. middle managers
   b. first-line managers
   c. supervisors
   d. foremen
   (a; easy; p. 6)

42. Division manager is associated with which of the following levels of management?
   a. team leaders
   b. middle managers
   c. first-line managers
   d. top managers
   (b; moderate; p. 6)

WHAT IS MANAGEMENT?

43. ___________ is the process of getting activities completed efficiently and effectively with and through
other people.
   a. Leading
   b. Management
   c. Supervision
   d. Controlling
   (b; easy; p. 7)
44. The distinction between a managerial position and a nonmanagerial position is _______________.
   a. planning the work of others
   b. coordinating the work of others
   c. controlling the work of others
   d. organizing the work of others
   (b; moderate; p. 7)

45. _____________ distinguishes a managerial position from a nonmanagerial one.
   a. Manipulating others
   b. Concern for the law
   c. Increasing efficiency
   d. Coordinating and integrating others’ work
   (d; moderate; p. 7)

46. An automobile manufacturer that increased the total number of cars produced at the same cost, but with
   many defects, would be ___________.
   a. efficient and effective
   b. increasing efficiency
   c. increasing effectiveness
   d. concerned with inputs
   (b; difficult; p. 8)

47. Effectiveness is synonymous with ____________.
   a. cost minimization
   b. resource control
   c. goal attainment
   d. efficiency
   (c; difficult; p. 8)

48. Efficiency refers to ____________.
a. the relationship between inputs and outputs
b. the additive relationship between costs and benefits
c. the exponential nature of costs and outputs
d. increasing outputs regardless of cost
(a; moderate; p. 7)

49. The management process functions consist of ______________.
   a. planning, organizing, staffing, and directing
   b. planning, organizing, leading, and directing
   c. planning, organizing, leading, and staffing
   d. planning, organizing, leading, and controlling
   (d; moderate; p. 9)

50. In successful organizations, ______________.
   a. low efficiency and high effectiveness go hand in hand
   b. high efficiency and low effectiveness go hand in hand
   c. high efficiency and high effectiveness go hand in hand
   d. high efficiency and high equity go hand in hand
   (c; moderate; p. 8)

51. 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; goal attainment
   d. goal attainment; efficiency
   (b; difficult; p. 8)
WHAT DO MANAGERS DO? MANAGEMENT FUNCTIONS

52. The five management functions of planning, organizing, commanding, coordinating, and controlling was proposed by _____________.
   a. Frederick W. Taylor
   b. Henry Ford
   c. Chester Barnard
   d. Henri Fayol
   (d; difficult; p. 9)

53. ___________ was a French industrialist who identified the basic management functions.
   a. Weber
   b. Taylor
   c. Herzberg
   d. Fayol
   (d; moderate; p. 9)

54. Writing an organizational strategic plan is an example of the ____________ management function.
   a. leading
   b. coordinating
   c. planning
   d. organizing
   (c; difficult; p. 9)

55. Organizing includes _____________.
   a. defining organizational goals
   b. hiring organizational members
   c. motivating organizational members
   d. determining who does what tasks
   (d; difficult; p. 9)

56. A manager resolving conflict among organizational members is performing what function?
   a. controlling
57. The process of monitoring, comparing, and correcting is called ____________.
   a. controlling
   b. coordinating
   c. leading
   d. organizing
   (a; moderate; p. 9)

58. Mentoring is primarily associated with the management function of ____________.
   a. planning
   b. organizing
   c. leading
   d. controlling
   (c; difficult; p. 13)

59. ____________ developed a categorization scheme for defining what managers do, consisting of 10 different but highly interrelated roles.
   a. Henri Fayol
   b. Henry Ford
   c. Henry Mintzberg
   d. Henry Morris
   (c; moderate; p. 10)

60. According to Mintzberg’s management roles, the ____________ roles are those that involve people and other duties that are ceremonial and symbolic in nature.
61. The roles of disseminator, figurehead, negotiator, liaison, and spokesperson are more important at the ________ levels of the organization.
   a. lower  
   b. middle  
   c. higher  
   d. supervisory  
   (c; moderate; p. 11)

62. Which of the following is not an example of a decisional role according to Mintzberg?
   a. spokesperson  
   b. entrepreneur  
   c. disturbance handler  
   d. resource allocator  
   (a; moderate; p. 11)

63. A human resource manager attending a local Society for Human Resource Management meeting would be functioning in which role?
   a. informational  
   b. leader  
   c. liaison  
   d. disseminator  
   (c; moderate; p. 11)

64. A finance manager who reads the Wall Street Journal on a regular basis would be performing which role?
   a. figurehead  
   b. monitor  
   
http://vustudents.ning.com
c. disseminator  
d. interpersonal  
(b; moderate; p. 11)

65. The __________ role is more important for lower-level managers than it is for either middle- or top-level managers.  
a. leader  
b. entrepreneur  
c. spokesperson  
d. disseminator  
(a; difficult; p. 11)

66. Many of Mintzberg’s roles align with the basic functions of management. For example, the __________ role is a part of planning.  
a. figurehead  
b. leader  
c. liaison  
d. resource allocation  
(d; moderate; p. 11)

67. The emphasis that managers give to various roles seems to be based on their __________.  
a. organizational level  
b. tenure with the organization  
c. experience in their field  
d. personality  
(a; easy; p. 11)

68. Which of the following is not an example of an interpersonal role according to Mintzberg?  
a. figurehead  
b. leader  
c. liaison  
d. spokesperson  
(d; difficult; p. 11)
69. According to Mintzberg’s management roles, the ____________ roles involve receiving, collecting, and disseminating information.
   a. interpersonal
   b. informational
   c. technical
   d. decisional
   (b; difficult; p. 11)

70. All of the following are examples of informational roles according to Mintzberg except ____________.
   a. liaison
   b. monitor
   c. disseminator
   d. spokesperson
   (a; difficult; p. 11)

71. Which of the following is not an example of a decisional role according to Mintzberg?
   a. spokesperson
   b. entrepreneur
   c. disturbance handler
   d. resource allocator
   (a; moderate; p. 11)

72. Many of Mintzberg’s roles align with the basic functions of management. For example, all three interpersonal roles are part of the ____________ function.
   a. organizing
   b. planning
   c. leading

http://vustudents.ning.com
73. According to the textbook, all of the following are managerial roles that are more important at the higher levels of the organization except _______________.
   a. leader
   b. disseminator
   c. figurehead
   d. negotiator
   (a; difficult; p. 11)

MANAGEMENT SKILLS

74. The three essential managerial skills put forth by Katz include _______________.
   a. technical, human, and empirical
   b. human, empirical, and conceptual
   c. technical, interpersonal, and controlling
   d. technical, human, and conceptual
   (d; moderate; p. 12)

75. Understanding building codes would be considered a ______________ skill for a building contractor.
   a. human
   b. technical
   c. conceptual
   d. empirical
   (b; easy; p. 12)

76. Which of the following is true concerning technical and managerial skills?
   a. Human skills and technical skills remain equally important as managers move to higher levels.
b. Technical-skill needs remain necessary and human skills decrease as managers move to higher levels.
c. Human skills remain necessary and technical-skill needs decrease as managers move to higher levels.
d. Both human-skill and technical-skill needs decrease as managers move to higher levels.
(c; difficult; p. 12)

77. Managers with good _________ are able to get the best out of their people.
   a. human skills
   b. conceptual skills
   c. technical skills
   d. visual skills
   (a; easy; p. 12)

78. Technical skills include _____________.
   a. knowledge of and efficiency in a certain specialized field
   b. knowledge of and proficiency in a certain specialized field
   c. knowledge of and interest in a general field of endeavor
   d. skill in and proficiency in a certain specialized field
   (b; difficult; p. 12)

79. The ability to work well with other people, both individually and in a group, use ________________.
   a. technical skills
   b. behavioral skills
   c. planning skills
   d. human skills
   (d; moderate; p. 12)

80. Which of the following types of skills are described with terms such as abstract situations and visualization?
   a. interpersonal
   b. human
   c. technical
   d. conceptual
   (d; moderate; p. 12)
81. Which one of the following phrases is best associated with managerial conceptual skills?
   a. decision making
   b. communicating with customers
   c. using information to solve business problems
   d. product knowledge
   (c; moderate; 13)

82. Which of the following skills are more important at lower levels of management, as these managers are dealing directly with employees doing the organization’s work?
   a. human
   b. technical
   c. conceptual
   d. empirical
   (b; easy; p. 12)

WHAT IS AN ORGANIZATION?

83. An organization is ______________.
   a. the physical location where people work
   b. a collection of individuals working for the same company
   c. a deliberate arrangement of people to accomplish some specific purpose
   d. a group of individuals focused on profit-making for their shareholders
   (c; moderate; p. 16)

84. One of the common characteristics of all organizations is ____________ , which is typically expressed in terms of its goals.
   a. its people
   b. its goals
   c. its systematic structure
   d. its purpose
   (d; moderate; p. 16)

http://vustudents.ning.com
85. One of the common characteristics of all organization is ____________, which clarifies members’ work relationships.
   a. its people
   b. its goals
   c. its deliberate structure
   d. its purpose
   (c; moderate; p. 16)

86. A deliberate arrangement of people to accomplish some specific purpose is
   a. a structure.
   b. a process.
   c. an organization.
   d. an assembly operation.
   (c; difficult; p. 16)

87. A difference between traditional organizations and new organizations is that the new organizations will be more
   a. stable.
   b. command oriented.
   c. rule oriented.
   d. dynamic.
   (d; moderate; p. 17)

THE UNIVERSALITY OF MANAGEMENT

88. Universality of management means that ____________
   a. all managers in all organizations perform the four management functions
   b. all managers in all organizations can perform their job the same way
   c. all organizations can hire any manager to perform the management jobs
   d. any manager can work in any organization and perform any management job
   (a; difficult; p. 18)

89. We have a vested interest in improving the way organizations are managed because ________________.
a. we want the organization to be functioning when our education is completed
b. we interact with organizations every single day of our lives
c. if organizations don’t improve we won’t have a place to work in the future
d. organizations supply inputs to other organizations

(b; difficult; p. 18)

90. Organizations that are well managed ____________.
   a. choose the best suppliers for their products
   b. compete on an international basis because they have the best products
   c. always have the lowest-cost products
   d. develop a loyal customer base, grow, and prosper

(d; moderate; p. 18)

REWARDS AND CHALLENGES OF BEING A MANAGER

91. Being a manager in today’s dynamic workplace ________________.
   a. provides numerous rewards and rapid advancement
   b. can be a tough and thankless job
   c. offers few challenges, short workweeks, and high pay
   d. provides clear work rules, permanent jobs, and flexible work hours

(b; moderate; p. 20)

92. A manager’s success is typically ________________.
   a. dependent on how hard the manager works
   b. how closely the manager supervises the employees
   c. based on how skilled the manager is at the technical elements of the job
   d. dependent on others’ work performance

(d; easy; p. 19)

93. The most important work of an organization is creating a work environment ____________.
   a. that is safe and well-lit for the employees to be able to see
   b. that is a clean and a friendly place to work
c. in which organizational members can do their work to the best of their ability and the organization can achieve its goals

d. that their suppliers like to provide inputs for and their customers like to purchase the outputs

(c; moderate; p. 19)

94. Managers often _______________.
   a. go by the rules established by the organization and are not allowed to make their own decision
   b. change their career path during their work life
   c. have an opportunity to think creatively and use their imagination
   d. have to depend on their employees for guidance in dealing with a superior

(c; difficult; p. 19)

WHY STUDY MANAGEMENT?

95. Which of the following best describes the concept that management is needed in all types and sizes of organizations, at all organizational levels, in all organizational work areas, and in all organizations, no matter the country in which they’re located?
   a. the partiality of management
   b. the segmentation of management
   c. the universality of management
   d. the cultures of management

(c; moderate; p. 18)

MANAGING YOUR CAREER

   a. 1 to 9 percent

http://vustudents.ning.com
b. 10 to 20 percent

c. 25 to 35 percent

d. 45 to 65 percent

(b; difficult; p. 18)

97. According to the boxed profile, “Managing Your Career,” in which of the following fields is it expected that growth in executive, administrative, and managerial jobs will occur?

a. manufacturing

b. large organizations

c. health care services

d. law enforcement

(c; moderate; p. 18)

98. All of the following are mentioned in the boxed profile, “Managing Your Career,” as areas in which the demand for managers will be high except ______________.

a. small-sized organizations

b. traditional manufacturing

c. medium-sized organizations

d. health care services

(b; moderate; p. 18)

SCENARIOS AND QUESTIONS

For each of the following choose the answer that most completely answers the question.

WHO ARE MANAGERS?

Managerial Basic Training (Scenario)

Imagine that your marketing company has just merged with a manufacturing organization. You have been asked to help provide some “basic” managerial training to the engineers in the research and development unit of the new sister company. Your boss has asked to see an overview of materials that you will be providing the engineers to make sure you are covering the necessary issues.
99. Now that both companies are merged and are a systematic arrangement of people set to accomplish a specific purpose, they could be described as a(n) ___________.
   a. business unit
   b. multinational company
   c. organization
   d. holding company
   (c; easy; p. 16)

100. One of the first things the engineers need to learn is that ____________ are the people who direct the activities of others in an organization.
   a. directors
   b. managers
   c. subordinates
   d. line workers
   (b; moderate; p. 5)

101. Another fact about managing that engineers need to learn is that supervisors may frequently be referred to as a ____________.
   a. middle manager
   b. top manager
   c. project leader
   d. first-line manager
   (d; moderate; p. 6)

102. Finally, the engineers need to learn that department head, project leader, and plant manager are all potential titles for ____________.
   a. division managers
   b. deans
   c. agency heads
   d. middle managers
   (d; moderate; p. 6)
WHAT IS MANAGEMENT?

The Perfect Manager (Scenario)

Brenda Kelly has proven herself to be an able manager. Her section has a high project completion rate with the highest-quality product and the lowest defects in her division. In addition, she accomplishes this with fewer full-time people than other managers. Some say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic “management functions.”

103. Brenda’s ability to get activities completed efficiently and effectively with and through other people is known as ____________.
   a. management  
   b. supervision  
   c. coercion  
   d. delegation  
   **(a; moderate; p. 8)**

104. Brenda’s ability to get the same amount of product completed with fewer people is a reflection of her ____________.
   a. effectiveness  
   b. process skills  
   c. leadership  
   d. efficiency  
   **(d; moderate; p. 7)**

105. Getting her projects completed is an indication of Brenda’s ____________ as a manager.
   a. leadership  
   b. effectiveness  
   c. efficiency  
   d. attention to detail  
   **(b; moderate; p. 8)**
106. If Brenda accomplished her project on time with high-quality results, but she took more time than other managers to complete this, you could say that as a manager she was ______________.
   a. efficient, but not effective.
   b. a leader, but not a top manager.
   c. project oriented, but not effective.
   d. effective, but not efficient.
   (d; moderate; p. 8)

107. The “management functions” exemplified by Brenda include all but which of the following?
   a. planning
   b. controlling
   c. organizing
   d. delegating
   (d; moderate; p. 9)

WHAT DO MANAGERS DO?

The Busy Day (Scenario)

Don Eskew, plant manager at Control Systems, Inc., sighed as he sipped his first cup of coffee at 5 A.M. and read his agenda for the day. He is giving two company tours in the morning; the first to a newspaper reporter who is writing a story on the new plant expansion and has several questions, and the second to a group of Control Systems, Inc., managers from the east coast. He then has a meeting with the unit manager, Phil Johnson, to discuss Phil’s recent drop in performance (a task he always hates). Next, he is spending a couple of hours reviewing the trade journals he receives from his high-tech association and writing up a brief synopsis for his presentation next week to the division president. Finally, in the late afternoon, he will be reviewing the new equipment malfunction and deciding whether to bring in extra people to get the equipment running as soon as possible. Whew! Just another day in the glamorous life of a manager.
108. Together, all of the functions that Don performs during his busy day correspond to the management roles discovered in the late 1960s by which one of the following management scientists?
   a. Herzberg
   b. Skinner
   c. Mintzberg
   d. Fayol
   (c; easy; p. 10)

109. When Don was conducting the tour for the east coast managers, he was operating in which of the management roles?
   a. leader
   b. liaison
   c. monitor
   d. figurehead
   (d; difficult; p. 11)

110. When Don was meeting with Phil to discuss his performance concerns, he was operating in which management role?
   a. leader
   b. figurehead
   c. monitor
   d. disturbance handler
   (a; difficult; p. 11)

111. What role was Don performing when he gave the plant tour to the newspaper reporter?
   a. monitor
   b. figurehead
   c. disseminator
   d. spokesperson
   (d; difficult; p. 11)
112. When Don was reviewing the new equipment malfunction, what management role was he playing when deciding whether to bring in extra people?
   a. monitor
   b. disseminator
   c. resource allocator
   d. disturbance handler
   
   (c; moderate; p. 11)

WHO ARE MANAGERS?

The Customer Meeting (Scenario)

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

113. What is the commonality between Kelly, Ben, Dan, and McKenna?
   a. they all produce the same product.
   b. they all have the same job content.
   c. they all are managers.
   d. they all have the same vision.
   
   (c; moderate; p. 5)

114. Kelly is considered to be what level of management?
   a. top manager
   b. superintendent of assembly
   c. middle manager
   d. first-line manager
   
   (d; easy; p. 5)
115. Ben and Dan are considered to be what level of management?
   a. top manager
   b. middle manager
   c. superintendent of assembly
   d. first-line manager
   (b; moderate; p. 6)

116. McKenna is considered to be what level of management?
   a. top manager
   b. superintendent of assembly
   c. middle manager
   d. first-line manager
   (a; moderate; p. 6)

117. The meeting the McKenna asked Dan to have with Ben and Kelly reflects the growing recognition that
   __________.
   a. customer concerns are important only to first-line managers
   b. customer responsiveness is important throughout the organization, not only in the marketing department
   c. focusing on the customer is the sole responsibility of the marketing department
   d. employee attitudes and behaviors do not significantly impact customer responsiveness
   (b; easy; p. 15)

**MANAGEMENT FUNCTIONS**

**Joe the Manager (Scenario)**

As a production supervisor, Joe decides on Friday afternoon how many units of output his employees will be able to produce and on which days certain products will be run in his department. He also decides which of his employees are going to be responsible for operating which machines within the department next week, as his employees are multi-skilled assemblers. On Monday, he informs his employees whom he has assigned to which machines by handing out assignment sheets and informs the employees that the schedule is going to be difficult due to the increased number of units. He goes on to tell them that he is sure they can fulfill the schedule because

http://vustudents.ning.com
they are such good and skilled employees. Each day during the week he checks the amount of output that the employees have completed and the number of units that have been scraped.

118. When Joe decides which of his employees are going to be responsible for operating which machines, he is performing which of the management functions?
   a. controlling
   b. leading
   c. planning
   d. organizing
   (d; moderate; p. 9)

119. When Joe decides how many units of output his employees will be able to produce and on which days certain products will be run, he is performing which of the management functions?
   a. controlling
   b. leading
   c. planning
   d. organizing
   (c; moderate; p. 9)

120. When Joe checks the amount of output that the employees have completed and the number of units that have been scraped, he is performing which of the management functions?
   a. controlling
   b. leading
   c. planning
   d. organizing
   (a; moderate; p. 9)

121. When Joe tells the employees that he is sure they can fulfill the schedule because they are such good and skilled employees, he is performing which of the management functions?
   a. controlling
   b. leading
   c. planning

http://vustudents.ning.com
d. organizing
(b; moderate; p. 9)

122. When Joe performs all of his management functions in a continuous manner, he is performing which of the following?
   a. scheduling process
   b. quality control process
   c. management process
   d. manufacturing process
(c; moderate; p. 9)

MANAGEMENT ROLES

The General Manager (Scenario)

Michael, Joe’s general manager, in a routine day might meet with city officials or civic leaders about environmental issues due to the plant’s presence in the community. After these meetings, he will then meet with the functional managers to discuss and share with them the concerns and results of the meeting with city officials or civic leaders. Other times, he will meet with Betty, the production manager, and the human resource manager, Joyce, to discuss a complaint filed by one of the employees in a production department. He may also spend time on the Internet looking for new technologies that can be used in the production processes of his plant.

123. When Michael meets with city officials or civic leaders about environmental issues, he is performing which management role?
   a. leader
   b. resource allocator
   c. entrepreneur
   d. monitor
(d; difficult; p. 11)

124. When Michael meets with just Betty and Joyce to discuss a complaint filed by one of the employees in a production department, he is performing which management role?
   a. resource allocator
b. disturbance handler  
c. liaison  
d. figurehead  
(b; moderate; p. 11)

125. When Michael meets with the functional managers to discuss and share with them the concerns and results of the meeting with city officials or civic leaders, he is performing which management role?  
a. disseminator  
b. liaison  
c. disturbance handler  
d. negotiator  
(a; moderate; p. 11)

126. When Michael spends time on the Internet looking for new technologies that can be used in the production processes of his plant, he is performing which management role?  
a. leader  
b. entrepreneur  
c. spokesperson  
d. disturbance handler  
(b; difficult; p. 11)

127. Michael’s search for new technologies that can be used in the production processes of his plant is an indication of which managerial trend?  
a. Innovation is only important for higher-level managers.  
b. Only managers in production related positions need to be on the look-out for innovation.  
c. Organizational managers at all levels and in all areas need to be on the look-out for innovations.  
d. Innovation is only important for middle-level managers.  
(c; moderate; p. 15)
ESSAY QUESTIONS

WHO ARE MANAGERS?

128. In a short essay, 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. They are often called supervisors, but may also be called line managers, office managers, or even foremen.

b. Middle managers include all levels of management between the first-line level and the top level of the organization. These managers manage the work of first-line managers and may have titles such as department head, project leader, plant manager, or division manager.

c. Top managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization. These individuals typically have titles such as executive vice president, president, managing director, chief operating officer, chief executive officer, or chairman of the board.

(easy; pp. 5-6)

WHAT IS MANAGEMENT?

129. In a short essay, discuss the difference between efficiency and effectiveness and include a specific example to support each concept.

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. For instance, at the Beiersdorf Inc. factory in Cincinnati, where employees make body braces and supports, canes, walkers, crutches, and other medical assistance products, efficient manufacturing techniques were implemented by doing things such as cutting...
inventory levels, decreasing the amount of time needed to manufacture products, and lowering product reject rates. From this perspective, efficiency is often referred to as “doing things right”—that is, not wasting resources.

b. Effectiveness is often described as “doing the right things”—that is, those work activities that will help the organization reach its goals. For instance, at the Beiersdorf factory, goals included open communication between managers and employees and cutting costs. Through various work programs, these goals were pursued and achieved. Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals.

(moderate; pp. 7-8)

WHAT DO MANAGERS DO?

130. In a short essay, list and explain the four basic functions of management.

Answer

a. Planning—involves the process of defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities.

b. Organizing—involves the process of determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

c. Leading—when managers motivate subordinates, influence individuals or teams as they work, select the most effective communication channel, or deal in any way with employee behavior issues, they are leading.

d. Controlling—to ensure that work is proceeding as it should, managers must monitor and evaluate performance. The process of monitoring, comparing, and correcting is what is meant by the controlling function.

(moderate; pp. 9-10)

131. In a short essay, list and discuss 7 of the 10 managerial roles developed by Mintzberg. Include specific examples of each role and group each according to interpersonal, informational, and decisional roles.

Answer

Interpersonal Roles

http://vustudents.ning.com
a. Figurehead—symbolic head; obliged to perform a number of routine duties of a legal or social nature. Examples include greeting visitors and signing legal documents.

b. Leader—responsible for the motivation and activation of subordinates; responsible for staffing, training, and associated duties. Examples include performing virtually all activities that involve subordinates.

c. Liaison—maintains self-developed network of outside contacts and informers who provide favors and information. Examples include acknowledging mail, doing external board work, and performing other activities that involve outsiders.

**Informational Roles**

a. Monitor—seeks and receives wide variety of internal and external information to develop thorough understanding of organization and environment. Examples include reading periodicals and reports, and maintaining personal contacts.

b. Disseminator—transmits information received from outsiders or from subordinates to members of the organization. Examples include holding informational meetings and making phone calls to relay information.

c. Spokesperson—transmits information to outsiders on organization’s plans, policies, actions, results, and so on. Examples include holding board meetings and giving information to the media.

**Decisional Roles**

a. Entrepreneur—searches organization and its environment for opportunities and initiates “improvement projects” to bring about changes. Examples include organizing strategy and review sessions to develop new programs.

b. Disturbance handler—responsible for corrective action when organization faces important, unexpected disturbances. Examples include organizing strategy and review sessions that involve disturbances and crises.

c. Resource allocator—responsible for the allocation of organizational resources of all kinds—making or approving all significant organizational decisions. Examples include scheduling, requesting authorization; performing any activity that involves budgeting and the programming of subordinates’ work.

d. Negotiator—responsible for representing the organization at major negotiations. Examples include participating in union contract negotiations.
The interpersonal roles are roles that involve people and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include being a figurehead, leader, and liaison. The informational roles involve receiving, collecting, and disseminating information. The three informational roles include a monitor, disseminator, and spokesperson. Finally, the decisional roles revolve around making choices. The four decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator.

(difficult; pp. 10-11)

132. In a short essay, discuss the importance of studying management. Next, list at least five rewards and five challenges of being a manager.

Answer
By studying management, you’ll be able to recognize poor management and work to correct it. In addition, you’ll be able to recognize good management and encourage it, whether it’s in an organization you’re simply interacting with or whether it’s in an organization where you’re employed. Another reason for studying management is the reality that for most students, once they graduate from college and begin their careers, they will either manage or be managed. A final reason to study management is the rewards and challenges of being a manager.

Rewards of Being a Manager
a. most important work of an organization is creating a work environment in which organizational members can work to the best of their ability
b. have opportunities to think creatively and use imagination
c. help others find meaning and fulfillment in work
d. get to support, coach, and nurture others
e. get to work with a variety of people
f. receive recognition and status in organization and community
g. play a role in influencing organizational outcomes
h. receive appropriate compensation in the form of salaries, bonuses, and stock options
i. good managers are needed by organizations

Challenges of Being a Manager
a. it’s hard work
b. have to deal with a variety of personalities

http://vustudents.ning.com
c. often have to make do with limited resources

d. motivate workers in chaotic and uncertain situations

e. be able to successfully blend knowledge, skills, ambitions, and experiences of a diverse work group

(moderate; p. 10; exh. 1-12)