Management 14th edition Daft Test Bank

SKU: 9780357139752-TEST-BANK

Name:_____ Class:_____ Date:_____

Chapter 01: Leading Edge Management

True / False

1. The nature of management is to control and dictate others in an organization.
   a. True
   b. False
ANSWER: False

2. Recognizing the value of employees involves the organizing role of management.
   a. True
   b. False
ANSWER: False

3. Allocating resources across the organization is part of the organizing management function.
   a. True
   b. False
ANSWER: True

4. How an organization goes about accomplishing a plan is a key part of the management function of controlling.
   a. True
   b. False
ANSWER: False

5. Where the organization wants to be in the future and how to get there defines controlling.
   a. True
   b. False
ANSWER: False

6. The use of influence to motivate employees to achieve the organization's goals refers to controlling.
   a. True
   b. False
ANSWER: False

7. Organizing means defining goals for future organizational performance and deciding on the tasks and resources needed to attain them.
   a. True
   b. False
ANSWER: False

8. Controlling involves monitoring employees' activities and taking corrective action as necessary.
   a. True
   b. False
ANSWER: True

9. Leading is the use of influence to motivate employees to achieve organizational goals.
   a. True

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b. False

ANSWER: True

10. When an organization is deliberately structured, it is designed to achieve some outcome, such as making a profit.
a. True
b. False

ANSWER: True

11. An organization is a social entity that is goal-directed and deliberately structured.
a. True
b. False

ANSWER: True

12. Efficiency refers to the degree to which the organization achieves a stated objective.
a. True
b. False

ANSWER: False

13. According to research, the best way to improve organizational effectiveness is by severe cost cutting.
a. True
b. False

ANSWER: False

14. The ultimate responsibility of managers is to achieve high performance by balancing efficiency and effectiveness.
a. True
b. False

ANSWER: True

15. Efficiency can be defined as the amount of resources used to produce a product or service.
a. True
b. False

ANSWER: True

16. To perform effectively, all managers must possess conceptual, human, and technical skills, though the degree of each skill necessary at different levels of an organization may vary.
a. True
b. False

ANSWER: True

17. Only the top managers in organizations need conceptual skills since planning is involved.
a. True
b. False

ANSWER: False

18. A manager's ability to work with and through other people and to work effectively as a group member is called human

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skills.

a. True

b. False

ANSWER: True

19. Technical skills are most important at lower organizational levels, while conceptual skills become more important as managers move up the organizational hierarchy.

a. True

b. False

ANSWER: True

20. One of the biggest mistakes during turbulent times is managers' failure to comprehend and adapt to the rapid pace of change in the world around them.

a. True

b. False

ANSWER: True

21. The ability to motivate others is considered a technical management skill.

a. True

b. False

ANSWER: False

22. Managers use conceptual, human, and technical skills to perform the four management functions of planning, organizing, leading, and controlling in all organizations.

a. True

b. False

ANSWER: True

23. Middle managers are responsible for setting organizational goals, defining strategies for achieving them, and making decisions that affect the entire organization.

a. True

b. False

ANSWER: False

24. Facilitating individual employee performance is an important role for top managers.

a. True

b. False

ANSWER: False

25. Jordan, as a division manager, is generally concerned with the near future and is expected to establish good relationships with peers around the organization, encourage teamwork, and resolve conflicts. Jordan can be described as a middle manager.

a. True

b. False

ANSWER: True

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26. A human resource manager would be considered a staff manager.
    a. True
    b. False
ANSWER: True

27. José is head of the advertising department at Terrific Tortillas Inc. He can be described as a general manager.
    a. True
    b. False
ANSWER: False

28. First-level managers have the responsibility for making the significant strategic policy decisions, often with staff managers assisting them in these decisions.
    a. True
    b. False
ANSWER: False

29. Staff managers are responsible for the manufacturing and marketing departments that make or sell the products or services.
    a. True
    b. False
ANSWER: False

30. Managers least enjoy activities such as controlling subordinates and managing time pressures.
    a. True
    b. False
ANSWER: True

31. The individual performer is a generalist and coordinates a broad range of activities.
    a. True
    b. False
ANSWER: False

32. Becoming a successful manager means thinking in terms of building teams and networks and becoming a motivator and organizer within a highly interdependent system of people and work.
    a. True
    b. False
ANSWER: True

33. Most top executives routinely work at least 12 hours a day; historically, they have spent as much as 50 percent or more of their time traveling.
    a. True
    b. False
ANSWER: True

34. A manager forwards information to other organization members in the disseminator role.

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a. True
b. False

ANSWER: True

35. In the spokesperson role, a manager forwards information to other organization members.
a. True
b. False

ANSWER: False

36. The informational roles that managers perform include monitor, disseminator, and spokesperson.
a. True
b. False

ANSWER: True

37. In the figurehead role, the manager performs ceremonial and symbolic duties.
a. True
b. False

ANSWER: True

38. The disturbance handler role involves the initiation of change and thinking about the future and how to get there.
a. True
b. False

ANSWER: False

39. In a monitor role, the manager transmits current information to others, both outside and inside the organization.
a. True
b. False

ANSWER: False

40. Managers in small businesses tend to emphasize roles different from those of managers in large corporations.
a. True
b. False

ANSWER: True

41. Nonprofit organizations, such as The United Nations Children's Fund and Doctors Without Borders, represent a major application of management talent.
a. True
b. False

ANSWER: True

42. We might expect managers in nonprofit organizations to place more emphasis on the roles of spokesperson, leader, and resource allocator.
a. True
b. False

ANSWER: True

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43. The rise of virtual work has led to a decline in organizational hierarchies.
    a. True
    b. False
ANSWER: True

44. Technological advances have resulted in employees becoming more empowered.
    a. True
    b. False
ANSWER: True

45. Today's managers rely on "management by keeping tabs" and play the role of a controller instead of an enabler.
    a. True
    b. False
ANSWER: False

Multiple Choice

46. The nature of management is to motivate and coordinate others to cope with _____ and far-reaching challenges.
    a. simple
    b. planned
    c. diverse
    d. organized
    e. controlled
ANSWER: c

47. Success in the new workplace depends on the strength and quality of
    a. individual workers.
    b. independent teams.
    c. followers.
    d. collaborative relationships.
    e. vendors.
ANSWER: d

48. Instead of autocratic leadership, some organizations are
    a. moving toward democratic leadership.
    b. increasing the number of middle managers.
    c. switching to transactional leadership.
    d. experimenting with a bossless design.
ANSWER: d

49. Roxanne, owner and operator of a small restaurant, believes that her most important task as a manager is establishing goals for the restaurant and deciding what must be done to achieve them. This involves which of the following managerial activities?
    a. Organizing

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b. Motivating and communicating
c. Measuring
d. Developing people
e. Setting objectives

ANSWER: e

50. One of the important ideas in the text's definition of management is
a. the management functions of planning, organizing, leading, and controlling.
b. the attainment of societal goals.
c. effectiveness is more important than efficiency.
d. management is unique to for-profit organizations.
e. efficiency is more important than effectiveness.

ANSWER: a

51. When Julio and Max to become the number one window-cleaning company in their city, they were engaging in the management function of
a. planning.
b. organizing.
c. leading.
d. controlling.
e. dreaming.

ANSWER: a

52. Which of the following is one of the four functions of management described by Henri Fayol?
a. Human resources
b. Raw materials
c. Efficiency
d. Planning
e. Effectiveness

ANSWER: d

53. Roberto, a top-level manager at an advertising agency, spends a significant part of his work day identifying goals for future organizational performance and deciding how to use resources to attain these goals. This involves which of the following management functions?
a. Controlling
b. Leading
c. Organizing
d. Planning
e. Delegating

ANSWER: d

54. Selecting goals and ways to attain them refers to
a. controlling.
b. planning.

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c. organizing.
d. staffing.
e. leading.

ANSWER: b

55. Which of the following best describes organizing?
a. Assigning responsibility for task accomplishment
b. Using influence to motivate employees
c. Monitoring activities and making corrections
d. Selecting goals and ways to attain them
e. None of these choices

ANSWER: a

56. Which of the following is not a function of management according to Henri Fayol?
a. Planning
b. Controlling
c. Organizing
d. Leading
e. Performing

ANSWER: e

57. How an organization goes about accomplishing a plan is a key part of the management function of
a. planning.
b. organizing.
c. leading.
d. controlling.
e. motivating.

ANSWER: b

58. When Terrell Doyle of CommuniCom, Inc. created smaller, more independent maintenance units, he was performing the function of
a. controlling.
b. human relations skills.
c. leading.
d. organizing.
e. resourcing.

ANSWER: d

59. When Kara's Glass Shop received a rush order before an upcoming holiday weekend, Jennifer persuaded her employees to work overtime by buying them pizza and passing out gift cards throughout the weekend. Jennifer was engaging in which of the following functions of management?
a. Controlling
b. Planning
c. Leading

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d. Monitoring
e. Organizing

ANSWER: c

60. Which of the following is the use of influence to motivate employees to achieve organizational goals?
a. Leading
b. Controlling
c. Organizing
d. Planning
e. Staffing

ANSWER: a

61. Ashley Rowley, president of Autos-R-Us, recognizes factory employees for their outstanding performance at the monthly awards banquet on the shop floor by presenting a plaque and a check for $100. She is engaging in the management function of
a. bribery.
b. organizing.
c. technical skills.
d. leading.
e. controlling.

ANSWER: d

62. Since being promoted into a marketing assistant role, Jada has never been asked by her manager for receipts that document what she lists on her monthly expense report. Which management function is being neglected by Jada's manager?
a. Controlling
b. Leading
c. Organizing
d. Planning
e. Delegating

ANSWER: a

63. Monitoring activities and making corrections are part of
a. organizing.
b. planning.
c. leading.
d. staffing.
e. controlling.

ANSWER: e

64. Tool Techies, Inc. uses phone surveys of customers to gather information about service and quality. This is an example of the management function of
a. planning.
b. technical skills.

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c. organizing.
d. controlling.
e. conceptual skills.

ANSWER: d

65. Which of the following management functions is concerned with monitoring employees' activities, keeping the organization on track toward its goals, and making corrections as needed?
a. Planning
b. Resource allocation
c. Controlling
d. Organizing
e. Efficiency

ANSWER: c

66. When Tao measures his employees' performance and compares their performance against the goals he set for them, he is performing which of the following functions?
a. Staffing
b. Leading
c. Organizing
d. Controlling
e. Planning

ANSWER: d

67. A social entity that is goal-directed and deliberately structured is referred to as a(n)
a. organization.
b. management.
c. employee.
d. student.
e. task.

ANSWER: a

68. By definition, an organization is considered _____ because it is made up of two or more people.
a. efficient
b. a social entity
c. effective
d. goal-directed
e. deliberately structured

ANSWER: b

69. The degree to which an organization achieves a stated goal refers to
a. effectiveness.
b. synergy.
c. conceptual skill.
d. efficiency.

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e. human skill.

ANSWER: a

70. Which of the following refers to the amount of resources used to achieve an organization's goal?
a. Effectiveness
b. Synergy
c. Performance
d. Efficiency
e. Management

ANSWER: d

71. For a widget manufacturing company, worker-hours per widget is a measure of:
a. organizational effectiveness.
b. organizational performance.
c. organizational efficiency.
d. organizational structure.
e. organizational initiative.

ANSWER: c

72. Jennifer was recently praised by her supervisor for displaying superior customer service during an encounter with a problem customer. This is an example of organizational
a. information processing.
b. efficiency.
c. effectiveness.
d. structure.
e. goal-setting.

ANSWER: c

73. Ryan, a supermarket cashier, recently received an award for having the fastest scan rate among all cashiers. This is an example of organizational
a. performance.
b. efficiency.
c. effectiveness.
d. structure.
e. goal-setting.

ANSWER: b

74. Which type of manager is directly responsible for the production of goods and services?
a. Top managers
b. Middle managers
c. First-line managers
d. Non managers
e. Staff managers

ANSWER: e

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75. Having the cognitive ability to see the organization as a whole system and the relationship among its parts are characteristics of_____.

a. human skills
b. resource allocation skills
c. conceptual skills
d. negotiation skills
e. technical skills

ANSWER: c

76. According to the text, what are the skills used by managers when performing the four functions of management?

a. Conceptual, interpersonal, and organizational
b. Functional, problem-solving, and technical
c. Analytical, interpersonal, and financial
d. Conceptual, human, and technical
e. Communication, strategic, and innovative

ANSWER: d

77. Within her role as a small business consultant, Alana analyzes how organizations fit into their industries, the communities, and the broader social environment. This type of analysis involves which of the following management skills?

a. Organizing
b. Technical
c. Human
d. Conceptual
e. Delegation

ANSWER: d

78. Javier Perez is the president of WV Railroad. His organization faces issues related to the environment, government regulation, and competition. He will need to rely primarily on his

a. conceptual skills.
b. technical skills.
c. human skills.
d. controlling skills.
e. interpersonal skills.

ANSWER: a

79. At the top management level, the most important skills are _____.

a. conceptual skills
b. human skills
c. technical skills
d. project skills
e. marketing skills

ANSWER: a

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80. The skill demonstrated when a manager relates effectively to other people is _____.
a. conceptual
b. human
c. technical
d. leading
e. controlling
ANSWER: b

81. Sarinna recently helped her subordinates at work resolve an interpersonal conflict by listening to the problem and serving as a mediator. This is an example of use of which of the following management skills?
a. Human
b. Strategic
c. Technical
d. Conceptual
e. Analytical
ANSWER: a

82. Which of the following skills is the manager's ability to work with and through other people and to work effectively as a group member?
a. Human
b. Conceptual
c. Technical
d. Intellectual
e. Planning
ANSWER: a

83. Which of the following skills includes specialized knowledge and analytical ability?
a. Conceptual
b. Human
c. Technical
d. Controlling
e. Planning
ANSWER: c

84. Which of the following is most important at lower organizational levels?
a. Planning skills
b. Human skills
c. Conceptual skills
d. Technical skills
e. Marketing skills
ANSWER: d

85. The most important factor on whether people feel engaged with their work and committed to the organization is that

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the frontline manager

a. gives direction well.
b. offers challenge.
c. can motivate employees.
d. gives recognition.
e. listens to new ideas.

ANSWER: c

86. Which of the following is the understanding of and proficiency in the performance of specific tasks?

a. Human skill
b. Conceptual skill
c. Interpersonal skill
d. Technical skill
e. Leadership skill

ANSWER: d

87. The biggest mistake that many managers make is the failure to

a. clarify direction.
b. communicate effectively.
c. display compassion to employees.
d. create employee recognition programs.
e. focus on productivity.

ANSWER: b

88. Critical management missteps include all of the following EXCEPT:

a. poor communication skills.
b. reactionary behavior.
c. inability to build a team.
d. failure to adapt.
e. too much listening.

ANSWER: e

89. Which of the following are responsible for the entire organization?

a. Top managers
b. Middle managers
c. First-line managers
d. Controlling managers
e. Organizing managers

ANSWER: a

90. Top managers are responsible for all of the following EXCEPT

a. communicating a shared vision for the organization.
b. focusing on short-term planning.

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c. shaping corporate culture.
d. monitoring and interpreting the external environment.
e. looking at general environmental trends.

ANSWER: b

91. What is the main concern of first-level managers?
a. Monitoring the external environment and determining the best strategy to be competitive
b. Putting top management plans into action across the organization
c. Allocating resources and coordinating teams
d. Linking groups of people
e. Achieving efficient production, providing technical assistance, and motivating employees

ANSWER: e

92. Sandi is vice president of administration at a large nonprofit charity for animals. She most likely falls within which of the following management levels?
a. CEO
b. Line employee
c. Staff manager
d. Top manager
e. Middle manager

ANSWER: d

93. The most important responsibilities for this type of manager includes communicating a shared vision for the organization and shaping corporate culture.
a. Top
b. Middle
c. First-line
d. Team Leader
e. Administrative

ANSWER: a

94. Malika is the executive director of the local Community for Critters. Her level in the management hierarchy is that of a(n)
a. first-line manager.
b. middle manager.
c. top manager.
d. consultant.
e. operative.

ANSWER: c

95. Consider the following three managers from Outrageous Outfitters, Inc. Evon Blanchard is the president, Cadence Thompson is the director of marketing, and Zhiying Wu is a maintenance supervisor. Which of the following statements is true?
a. Zhiying Wu does more planning than Evon Blanchard.

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b. Cadence Thompson does more leading than Zhiying Wu.
c. Evon Blanchard does more controlling than Cadence Thompson.
d. Evon Blanchard does more planning than Zhiying Wu.

ANSWER: d

96. Danna Hyde is the head of the finance department at Muumuu Manufacturing, Inc. Her level in the management hierarchy is that of a(n)
a. first-line manager.
b. middle manager.
c. top manager.
d. chief executive officer.
e. operative.

ANSWER: b

97. Patricia Rohrer is the director of human resources at Pet Grooming, Inc. She can be best described as a
a. top manager.
b. project manager.
c. general manager.
d. first-line manager.
e. functional manager.

ANSWER: e

98. These managers are responsible for departments that perform a single task and have employees with similar training and skills.
a. Top
b. Middle
c. First-line
d. Bottom
e. Functional

ANSWER: e

99. Today's middle manager plays a crucial role in
a. creating a horizontal communication network.
b. driving innovation.
c. increasing company profits.
d. long-range planning and strategy.
e. shaping corporate culture.

ANSWER: b

100. Keith Erckard, manager of the jewelry division of a major department store, coordinated the work of several people across several departments to accomplish a $500,000 fundraising for an animal shelter. He can best be described in his fundraising activities as a(n):
a. top manager.
b. middle manager.

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c. project manager.
d. first-line manager.
e. operative manager.

ANSWER: c

101. Which of the following best describes Wyatt's position as a general manager?
a. He is responsible for a department that performs a single function.
b. He is required to have significant human skills.
c. He is responsible for a self-contained division and all the departments within it.
d. He supervises employees with similar training and skills.
e. He is responsible for a temporary work project that involves the participation of people from various functions and levels of the organization.

ANSWER: c

102. Management professionals responsible for a temporary work project that involves the participation of people from various functions and levels of the organization are called
a. middle managers.
b. project managers.
c. interim managers.
d. first-level managers.
e. functional managers.

ANSWER: b

103. Carter Strine is the office manager of a local accounting firm. His level in the management hierarchy is that of a(n)
a. first-line manager.
b. middle manager.
c. top manager.
d. consultant.
e. operative.

ANSWER: a

104. Which of the following best describes Sophia's position as a functional manager?
a. She is responsible for several departments that perform different functions.
b. She organizes people across departments to perform a specific task.
c. She is responsible for a self-contained division and all the departments within it.
d. She supervises employees with similar training and skills.
e. She is responsible for a temporary work project that involves the participation of people from various functions and levels of the organization.

ANSWER: d

105. Which of the following managers are responsible for the manufacturing and marketing departments that make or sell the product or service?
a. Top-level
b. Line

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c. First-level
d. Staff
e. Project

ANSWER: b

106. Which of the following managers are in charge of departments such as finance and HR that support line departments?
a. Line
b. Project
c. Top
d. Operatives
e. Staff

ANSWER: e

107. These managers are responsible for departments that perform a single task and have employees with similar skills.
a. Top managers
b. Middle managers
c. General managers
d. Functional managers
e. First-level managers

ANSWER: d

108. Tara Brittingham is a general manager. Which of the following best describes her position?
a. She is responsible for several departments that perform different functions.
b. She organizes people across departments to perform a specific task.
c. She is responsible for one specific department (e.g., marketing).
d. She supervises employees with similar training and skills.
e. She is responsible for a temporary work project that involves the participation of people from various functions and levels of the organization.

ANSWER: a

109. One of the things managers enjoy doing the most is
a. financial planning.
b. controlling activities.
c. planning for future decisions.
d. leading others.
e. hiring new employees.

ANSWER: d

110. Research shows that managers enjoy all of the following except
a. networking.
b. innovation.
c. leading others.
d. managing time.

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ANSWER: d

111. Of all management duties, one of the things managers like the least is
a. financial planning.
b. setting goals.
c. planning for future decisions.
d. handling paperwork.
e. networking.

ANSWER: d

112. The individual performer is a _____; whereas the manager has to be a(n) _____.
a. specialist; generalist
b. "leader"; doer
c. generalist; specialist
d. producer; expert
e. communicator; operator

ANSWER: a

113. Nylah is a research analyst who gets things done mostly through her own efforts, relying on herself rather than others. Nylah can best be described as a(n):
a. first-line manager.
b. middle manager.
c. individual performer.
d. top manager.
e. functional manager.

ANSWER: c

114. The individual identity includes which of the following?
a. Generalist, coordinates diverse tasks
b. Gets things done through others
c. Works relatively independently
d. A network builder
e. Works in highly interdependent manner

ANSWER: c

115. Which of the following is included in the manager identity?
a. Specialist, performs specific tasks
b. Gets things done through own efforts
c. An individual actor
d. A network builder
e. Works relatively independently

ANSWER: d

116. Being a successful manager means thinking in terms of all of the following EXCEPT

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a. building teams.
b. generating the most profit.
c. becoming a motivator.
d. becoming an organizer.
e. establishing networks.

ANSWER: b

117. Managers shift gears quickly and therefore, the average time spent on any one activity is less than
a. nine minutes.
b. an hour.
c. one workday.
d. a half hour.
e. a half day.

ANSWER: a

118. Which of the following is not one of the conceptual categories of managerial roles Mintzberg defined?
a. Informational
b. Interpersonal
c. Decisional
d. Intrapersonal

ANSWER: d

119. To meet the needs of the organization, all managers carry out which three major categories of roles?
a. Monitor, figurehead; liaison
b. Leader; monitor; spokesperson
c. Disseminator; entrepreneurial; disturbance handler
d. Decisional; spokesperson; leader
e. Informational; interpersonal; decisional

ANSWER: e

120. Which of the following is an informational role, according to Mintzberg?
a. Entrepreneur role
b. Leader role
c. Monitor role
d. Disturbance handler role
e. Figurehead role

ANSWER: c

121. Georgia Griffith, manager of the finance division, distributes relevant information every day to all her employees enabling them to make quality decisions. Georgia is performing which of the following roles?
a. Monitor role
b. Disseminator role
c. Spokesperson role

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d. Disturbance handler role

e. Figurehead role

ANSWER: b

122. The president of Pepsi Company is the keynote speaker at a retirement dinner for a long-time bottler. This is an example of which of the following roles?

a. Liaison

b. Figurehead

c. Negotiator

d. Leader

e. Monitor

ANSWER: b

123. According to Mintzberg, when Amanda spends time training a subordinate, she is performing which of these roles?

a. Monitor

b. Figurehead

c. Spokesperson

d. Leader

e. Liaison

ANSWER: d

124. What is the role of the negotiator?

a. The negotiator role involves representing the team or department's interests during bargaining for budgets and union contracts.

b. The negotiator role involves seeking current information from many sources.

c. The negotiator role involves the initiation of change.

d. The negotiator role involves resolving conflicts among subordinates or between the manager's department and other departments.

e. The negotiator role pertains to the development of information sources both inside and outside the organization.

ANSWER: a

125. If Brady Hak is responsible for maintaining information links both inside and outside organizations by using e-mail, phone calls, and meetings as daily activities, he would be considered a

a. figurehead.

b. liaison.

c. negotiator.

d. monitor.

e. spokesperson.

ANSWER: b

126. Which of the following is NOT a decisional role?

a. Entrepreneur

b. Negotiator

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c. Resource allocator
d. Disturbance handler
e. Liaison

ANSWER: e

127. Which of the following roles involves resolving conflicts among subordinates between the manager's department and other departments?
a. Resource allocator
b. Entrepreneur
c. Negotiator
d. Liaison
e. Disturbance handler

ANSWER: e

128. According to Mintzberg, which of these is an interpersonal role?
a. Monitor
b. Negotiator
c. Liaison
d. Disturbance handler
e. Spokesperson

ANSWER: c

129. Maintaining information links is part of which role?
a. Leader
b. Spokesperson
c. Monitor
d. Liaison
e. Entrepreneur

ANSWER: d

130. Which of the following roles involves bargaining with others to meet unit or departmental goals?
a. Negotiator
b. Resource allocator
c. Figurehead
d. Monitor
e. Leader

ANSWER: a

131. If a manager finds a severe decline in employee morale and direction, they may need to spend more time in which role?
a. Negotiator
b. Resource allocator
c. Figurehead
d. Monitor

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e. Leader

ANSWER: e

132. What is the role of a liaison?

a. The liaison role pertains to decisions about how to allocate people, time, equipment, money, and other resources to attain desired outcomes.
b. The liaison role involves the initiation of change.
c. The liaison role pertains to the development of information sources both inside and outside the organization.
d. The liaison role involves handling ceremonial and symbolic activities for the department or organization.
e. The liaison role involves formal negotiations and bargaining to attain outcomes for the manager's unit of responsibility.

ANSWER: c

133. If a manager finds several new competitors on the horizon, they may need to spend more time in which of the following roles?

a. Negotiator
b. Resource allocator
c. Figurehead
d. Monitor
e. Leader

ANSWER: d

134. One of the roles that a small business manager may emphasize over their counterpart in a large organization is

a. information processing.
b. spokesperson.
c. liaison.
d. resource allocator.
e. leader.

ANSWER: b

135. Managers may struggle with the question of what constitutes results and effectiveness since nonprofit organizations do not have a conventional

a. hierarchy
b. bottom line
c. information system
d. decision-making process
e. structure

ANSWER: b

136. A manager in a for-profit business focuses primarily on _____, while a manager of a nonprofit focuses on _____.

a. the bottom line; employee morale
b. the bottom line; social impact
c. profitability; customer satisfaction
d. market share; the bottom line

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e. customer satisfaction; organization reputation

ANSWER: b

137. Which of the following is a characteristic of a traditional management approach?
a. Managers play the role of an enabler.
b. Managers supervise individuals.
c. Managers constantly mobilize for change.
d. Managers lead and empower teams.
e. Managers encourage conversation and collaboration.

ANSWER: b

138. Managers, in today's work environment, rely less on _____ and more on _____ leadership.
a. coordination and communication; control and command
b. autocratic; empowering
c. empowerment and innovation; productivity and efficiency
d. effectiveness and efficiency; quality and profit
e. ethics and social responsibility; profit and cost-savings

ANSWER: b

139. The nature of management is to motivate and coordinate others to cope with challenges that are far-reaching and
a. diverse.
b. uniform.
c. similar.
d. conforming.
e. congruent.

ANSWER: a

140. Instead of being a controller, an effective manager who helps people do and be their best is a(n)
a. regulator.
b. enabler.
c. director.
d. facilitator.
e. mobilizer.

ANSWER: b

141. Defining goals for future organizational performance is known as
a. organizing.
b. controlling.
c. leading.
d. planning.
e. coordinating.

ANSWER: d

142. Assigning tasks, grouping tasks into departments, delegating authority, and allocating resources across the

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organization is known as

a. organizing.
b. controlling.
c. leading.
d. planning.
e. coordinating.

ANSWER: a

143. The management function that involves the use of influence to motivate employees to achieve the organization's goals is referred to as

a. organizing.
b. controlling.
c. leading.
d. planning.
e. coordinating.

ANSWER: c

144. Monitoring employees' activities, keeping the organization on track toward its goals, and making corrections as needed is the management function of

a. organizing.
b. controlling.
c. leading.
d. planning.
e. coordinating.

ANSWER: b

145. The amount of resources—raw materials, money, and people—used to produce a desired volume of output pertains to organizational

a. planning.
b. management.
c. budgeting.
d. efficiency.
e. effectiveness.

ANSWER: d

146. The degree to which the organization achieves a stated goal is called

a. planning.
b. management.
c. budgeting.
d. efficiency.
e. effectiveness.

ANSWER: e

147. Which of the following refers to the amount of resources used to achieve an organizational goal?

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a. Planning
b. Management
c. Budgeting
d. Efficiency
e. Effectiveness

ANSWER: d

148. Which of the following skills includes the cognitive ability to see the organization as a whole system and the relationship among its parts?
a. Conceptual
b. Human
c. Application
d. Relationship
e. Technical

ANSWER: a

149. Conceptual skills are especially important for which of the following type of managers?
a. First-level
b. Middle
c. Supervisory
d. General
e. Top

ANSWER: e

150. Which of the following skills refers to the manager's ability to work with and through other people and to work effectively as a group member?
a. Conceptual
b. Human
c. Application
d. Relationship
e. Technical

ANSWER: b

151. Which of the following skills refers to understanding and proficiency in the performance of specific tasks?
a. Conceptual
b. Human
c. Application
d. Relationship
e. Technical

ANSWER: e

152. Department heads and division managers are examples of which of the following types of managers?
a. First-level
b. Middle

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c. Supervisory
d. General
e. Top

ANSWER: b

153. Which of the following types of managers is directly responsible for the production of goods and services?
a. First-level
b. Middle
c. Supervisory
d. General
e. Top

ANSWER: a

154. Which of the following types of managers is responsible for a temporary work assignment that involves the participation of people from various functions and levels of the organization, and perhaps from outside the company as well?
a. General
b. Functional
c. Line
d. Project
e. Staff

ANSWER: d

155. Which of the following types of managers is responsible for departments that perform a single task and have employees with similar training and skills?
a. General
b. Functional
c. Line
d. Project
e. Staff

ANSWER: b

156. Which of the following types of managers is responsible for several departments that perform different functions?
a. General
b. Functional
c. Line
d. Project
e. Staff

ANSWER: a

157. Which of the following types of managers is in charge of the functions that directly advance the core work of an organization?
a. General
b. Functional

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c. Line
d. Project
e. Staff

ANSWER: c

158. In which of the following roles do managers seek and receive information, scan periodicals and reports, and maintain personal contacts?
a. Disseminator
b. Spokesperson
c. Monitor
d. Decisional
e. Interpersonal

ANSWER: c

159. In which of the following roles do managers initiate improvement projects, identify new ideas, and delegate idea responsibility to others?
a. Disseminator
b. Spokesperson
c. Monitor
d. Entrepreneur
e. Interpersonal

ANSWER: d

160. Which of the following types of managers would be responsible for performing ceremonial and symbolic duties such as greeting visitors and signing legal documents?
a. Disseminator
b. Spokesperson
c. Monitor
d. Entrepreneur
e. Figurehead

ANSWER: e

161. Which of the following roles involves scheduling, budgeting, and setting priorities?
a. Disseminator
b. Spokesperson
c. Resource allocator
d. Entrepreneur
e. Figurehead

ANSWER: c

162. One of the roles that a small business owner may emphasize over their counterpart in a large organization is that of a(n)
a. disseminator.
b. spokesperson.

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c. monitor.
d. entrepreneur.
e. figurehead.

ANSWER: b

Subjective Short Answer

Scenario - Caleb Miller

The promotion to first-line manager took place just six weeks ago for Caleb Miller. He was well qualified for the promotion, but the new job still required a lot of training. One of the challenges has been to coordinate the production of his team with the needs of the sales department and with the availability of raw materials from his suppliers. Setting priorities and developing schedules to accomplish the work is a part of Caleb's job that he has really enjoyed. The challenges to maintain high rapport and to build a strong team with his employees have already brought him a lot of satisfaction. In reflecting on the last six weeks, Caleb concludes that he is very happy about his new job.

163. In his job, Caleb needs to do all of the following EXCEPT
a. plan.
b. organize.
c. lead.
d. control.
e. hire.

ANSWER: e

164. The managerial skill that is least important at Caleb's middle-level management position is
a. conceptual.
b. human.
c. technical.
d. marketing.

ANSWER: c

165. By maintaining information links, Caleb Miller was exhibiting the interpersonal role of
a. figurehead.
b. leader.
c. liaison.
d. monitor.
e. spokesperson.

ANSWER: c

166. With setting priorities and setting schedules, Caleb was participating in the decisional role of
a. entrepreneur.
b. disturbance handler.
c. disseminator.
d. resource allocator.
e. monitor.

ANSWER: d

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167. Identify the four functions of management.
ANSWER: Planning, organizing, leading, and controlling

168. List the three management skills necessary to perform effectively in organizations.
ANSWER: Conceptual, human, and technical skills

169. List five of Mintzberg's ten managerial roles.
ANSWER: Mintzberg's managerial roles include monitor, spokesperson, disseminator, figurehead, leader, liaison, entrepreneur, disturbance handler, resource allocator, and negotiator.

Essay

170. Define management and describe two important ideas expressed in the definition.
ANSWER: Management is defined as the attainment of organizational goals in an effective and efficient manner through the planning, organizing, leading, and controlling of organizational resources. The two important ideas expressed include the four functions of management and the attainment of organizational goals in an effective and efficient manner.

171. Describe the four management functions.
ANSWER: Planning means defining goals for future organizational performance and deciding on the tasks and use of resources needed to attain them. Organizing involves assigning tasks, grouping tasks into departments, delegating authority, and allocating resources across the organization. Leading is the use of influence to motivate employees to attain organizational goals. Controlling means monitoring employees' activities, determining whether the organization is moving toward its goals, and making corrections as necessary.

172. Describe the skills necessary for performing a manager's job.
ANSWER: The skills are conceptual, human, and technical. Conceptual skills include the cognitive ability to see the organization as a whole system and the relationships among its parts. Human skills are demonstrated in the way that a manager relates to other people. Technical skills include mastery of the methods, techniques, and equipment involved in specific functions.

173. Why are conceptual skills most important for top managers?
ANSWER: Top managers are often the keys to holding the whole company together. In order to accomplish this, top managers must be able to see the "big picture," i.e., perceive the critical situational issues as well as the relationships between all organizational parts.

174. Briefly discuss the relationship between management skills and management level.
ANSWER: Conceptual and human skills become more important as a manager moves up through the organization, and technical skills become less important as a manager moves up through the organization.

175. What are technical skills? At what level are they most important and why?
ANSWER: Technical skill is the understanding of and proficiency in the performance of specific tasks. Technical skills also include specialized knowledge, analytical ability, and the competent use of tools and techniques to solve problems in that specific discipline. Many managers get promoted to their first management job by having excellent technical skills. Technical skills are particularly important at lower organizational levels, but they become less important than human and conceptual skills as managers move up the hierarchy.

176. Describe the three categories of managerial roles.

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ANSWER: The three categories of managerial roles are informational, interpersonal, and decisional. Informational roles describe the activities used to maintain and develop an information network. Interpersonal roles pertain to relationships with others and are related to human skills. Decisional skills relate to those events about which the manager must make a choice and take action.

177. How do small business managers emphasize different management roles in comparison to larger business managers?

ANSWER: Manager of small businesses often see their most important role as that of spokesperson. The entrepreneur role is also more important. Small business managers tend to rate the leader and information processing roles lower than managers in larger organizations.

178. Identify and explain the change that has affected organizations and management the most.

ANSWER: Technology has affected organizations and management because of the explosion of its usages. The use of computers and the Internet, as well as wireless technology and digital networking has grown to astonishing numbers, and organizations and management must keep up with the growth in order to keep a profitable business.

179. The process of management in the workplace is changing. In the past, a manager's task was to achieve organizational goals by maintaining tight control over their employees while standardizing procedures to maintain stability. Today's managers are asked to empower employees while encouraging collaboration and innovation. Contrast today's workforce with the workforce of the past. What developments in present society necessitate a shift in management style? Can you foresee other management style changes on the horizon?

ANSWER: Student answers will vary. People in today's society want to feel like they are making a valuable contribution in the workplace; they are much less likely to relinquish "control" to their manager. They often demand more flexibility and creativity in their work situation because their lives are fast paced, unpredictable, and increasingly mobile. Today's managers have to accomplish more with fewer resources. They recognize the value of being an enabler rather than a controller, using an empowering leadership style, and enlisting the cooperation of willing workers who are part of a team. Improved communication techniques, use of social media, and the increase in off-site workers will surely force even more changes related to management style in the future.

180. Effective managers must possess technical skills, human skills, and conceptual skills in varying degrees. After defining each term, justify your assessment of which of the three skills you deem to be most important to a successful manager.

ANSWER: Student answers will vary. Technical – understands and is proficient in the performance of tasks (knowledge and use of tools and techniques, as well as troubleshooting and problem solving). Human – can work with and work through other people, both individually and as a group (motivate, communicate, coordinate, lead, resolve conflict). Conceptual – can think strategically and see one's team as part of a bigger system (a company, an industry, a community, a society). Failed management is overwhelmingly attributed to lack of human skills, e.g., poor communication with employees and/or customers and lack of relationship building with the team.

181. There are many types of managers who contribute to planning, organizing, leading, and controlling their organizations in different ways. They work at different levels in the management hierarchy. Describe all of the types of managers in some type of hierarchical order of your own design, noting some vertical as well as horizontal distinctions.

ANSWER: Student answers will vary. A hierarchy of various managers along with a general description will include the top manager (at the apex of an organization, with titles like CEO and president); middle manager (responsible for major divisions or business units and major departments, with titles like division head and department head); project manager (often a middle manager who heads temporary, collaborative work projects); first-line manager (directly responsible for production of goods and services, with titles like supervisor and office manager); and functional manager (responsible for departments that perform a single task e.g., manufacturing

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and human resources). Line manager and staff manager are examples of horizontal, functional managers; general managers are responsible for several departments that perform different functions in an organization, such as the general manager of a retail store.

182. Small businesses and nonprofit organizations require good management to achieve their goals. But the efforts and activities of each are directed toward a different "bottom line." Describe a managerial position at a nonprofit where you would like to work, and discuss how the requirements differ from a managerial position in a large, for-profit organization. Incorporate the concepts you have learned about the manager's role in small businesses and nonprofit organizations.

ANSWER: Student answers will vary. Managers in both arenas must adjust various management functions and roles to fit their unique work environment. Managers in small businesses often act as the face of the company, spokesperson, and entrepreneur who must be innovative and help their company thrive and be competitive. Their efforts and activities are directed toward improving products and services, increasing sales, and earning money for the company. Managers in nonprofit organizations also act as the public face of their nonprofit, the spokesperson who solicits government and donor funding, the leader who builds a community of employees and volunteers who are mission-driven, and the resource allocator. Their efforts and activities are directed toward making an impact on society.

183. Companies often pull new managerial candidates from a pool of outstanding individual performers. Contrast the role of the individual performer with that of the manager. Be sure to include a description of how both roles might use the ABC's of prioritizing tasks or activities, a classic time management technique.

ANSWER: Student answers will vary. An individual performer is a specialist who thinks in terms of performing specific activities expertly, as well as spending time and energy to perfect his current skill and master new ones. He generally accomplishes tasks through his own efforts, rather than relying on others. A manager must learn to think differently about himself and his personal identity. He must become a generalist who coordinates a range of activities and helps others develop their potential. Rather than accomplishing the task himself, a manager delegates to others, working with and through them. New managers and employees alike often struggle with managing a large workload and can benefit from implementing classic time management techniques. The ABC's of prioritizing tasks or activities include the following: A—highly important, must be done, serious consequences; B—should be done, minor consequences; C—nice to get done, but optional with no consequences; D—delegate this task to someone else.

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