ManagementÂ 1st edition OpenNow Test Bank

SKU: 9780357461211-TEST-BANK

Management Module 1

1. Many studies have found that managers switch frequently from task to task, changing their focus of attention to respond to issues as they arise, and what else?

*a. engaging in a large volume of tasks of short duration
b. giving orders to employees on a regular basis
c. making big decisions during discussions that occupy the majority of their time
d. spending the majority of their time in meetings

2. How much time do managers spend working with others?

*a. 70-90 percent of a manager's time is spent working with others.
b. 60-80 percent of a manager's time is spent working with others.
c. 50-70 percent of a manager's time is spent working with others.
d. 40-60 percent of a manager's time is spent working with others.

3. What are the three core management roles?

*a. interpersonal, informational, and decisional
b. interpersonal , elevational, and decisional
c. elevational , decisional, and informational
d. elevational , interpersonal, informational

4. A manager has at least four separate decisional roles. What are they?

*a. the entrepreneur, the crisis handler, the resource allocator, and the negotiator
b. the figurehead, the leader, the liaison, and the supporter
c. the entrepreneur, the figurehead, the resource allocator, and the disciple
d. the crisis handler, the resource allocator, the liaison, and the figurehead

5. This managerial responsibility involves continually watching for changes in the business environment and monitoring business indicators such as returns on equity or investment, economic indicators, and business cycles.

*a. environmental scanning
b. long-range planning
c. internal consulting.
d. community relations

6. Which skills do executive managers rely on most?

*a. conceptual skills, followed by human skills, and then technical skills
b. human skills, followed by technical skills, and then conceptual skills
c. technical skills followed by conceptual skills and then human skills
d. technical skills, followed by human skills, and then conceptual skills

ManagementÂ 1st edition OpenNow Test Bank

7. Which of the following is described as being a natural part of a manager's job?

*a. interruptions
b. lunch breaks
c. offering guidance to employees
d. intimidation

8. Based on the description in the introduction, what is the most accurate way to describe a manager's day-to-day job?

*a. a messy and hectic stream of ongoing activity
b. a job filled with planning, coordinating, and staffing
c. a job filled with directing, reporting, and controlling
d. a triumph of organization

9. If casual interactions in hallways, phone conversations, one-on-one meetings, and larger group meetings are included, approximately how much time does a manager spend with other people?

*a. two-thirds
b. one-third
c. one-fourth
d. half

10. What do a figurehead's responsibilities involve?

*a. performing formal duties like greeting visitors and signing legal documents such as contracts
b. deciding who receives resources, managing schedules and budgets, and setting priorities
c. passing information on to others in the organization through memos, emails, and phone calls
d. initiating projects that lead to improvements, delegating idea-generation responsibilities to others, and identifying the best ideas to act upon

11. A manager has at least three separate interpersonal roles. What are they?

*a. the figurehead role, the leader role, and the liaison role
b. the figurehead role, the entrepreneurial role, and the liaison role
c. the disciple role, the liaison role, and the leader role
d. the disciple role, the figurehead role, the leader role

12. According to Mintzberg's study, chief executives spent how much of their contact time on ceremonial duties?

*a. 12 percent
b. 17 percent
c. 21 percent
d. 25 percent

13. In the monitor role, what is the source of a good portion of the information that managers receive?

*a. gossip
b. research data
c. business report
d. competitive analysis

14. Ultimately, managers are tasked with making organizational decisions. These decisions are often made under what kind of circumstances?

*a. high ambiguity and with inadequate information
b. clear direction and adequate information
c. clear direction and disorganized information
d. crisis management situations

15. Which roles will help managers make difficult decisions in situations where outcomes are not clear and interests are often conflicting?

*a. interpersonal and informational
b. decisional and informational
c. interpersonal and decisional
d. figurehead and leader

16. Which managerial responsibility involves maintaining and nurturing contact with representatives from various constituencies outside of the company, including state and federal agencies, local civic groups, and suppliers?

*a. community relations
b. long-range planning
c. internal consulting
d. environmental scanning

17. According to the reading, what are managerial decisions often based on?

*a. the urgency of the need and the proximity of the problem
b. the number of times a manager has been asked to make the decision
c. how similar decisions have been made in the past
d. the opinions of their direct superiors

18. At which managerial level do managers rate high on activities such as long-range planning, monitoring business indicators, coordinating, and internal consulting?

*a. top
b. middle
c. first line
d. intermediate

19. Which of the following has become the core management skill of the 21st century?

*a. efficiency
b. effectiveness
c. communication
d. decision-making

20. Which of the following are considered threats that managers must be increasingly aware of?

*a. technological breakthroughs
b. out-of-cycle hiring opportunities
c. mergers
d. upgrades in equipment

21. Which of the following are opportunities managers must be increasingly aware of?

*a. product or service niches that are underserved
b. technological breakthroughs
c. dramatically shortened product cycles
d. obsolescence in a manager's organization

22. Most management textbooks would say that a manager spends their time planning, organizing, staffing, directing, coordinating, reporting, and controlling.

*a. True
b. False

23. Kotter found that unsuccessful managers spend most of their time with others, including subordinates, their bosses, and numerous people from outside the organization.

a. True
*b. False

24. Stewart found that the managers she studied could work uninterrupted for half an hour only nine times during the four weeks she studied them.

*a. True
b. False

25. You are a manager at a mid-size company that operates in the telecommunications field. You have a team of five employees. It is up to you to manage schedules and budgets for the team's projects. In which role are you as a manager?

*a. the resource allocator
b. the negotiator
c. the disseminator

d. the monitor

26. At your company, you and several other managers are in a team meeting, which has been going on for about two hours. Tensions are beginning to rise and one manager begins to argue with another manager on one particular issue. Neither will budge on their stance. You step in to resolve the dispute between the managers. In which role are you as a manager?

*a. the disturbance handler
b. the negotiator
c. the liaison
d. the monitor

27. What do an entrepreneur's primary responsibilities involve?

*a. initiating projects that lead to improvements, delegating idea-generation responsibilities to others, and identifying the best ideas to act upon
b. passing information on to others within the organization
c. transmitting information to people outside the organization through speeches, interviews, and written communication
d. maintaining and managing information links inside and outside the organization

28. What do a disturbance handler's responsibilities involve?

*a. taking corrective actions during conflicts/crises and resolving disputes among subordinates
b. deciding who receives resources, managing schedules and budgets, and setting priorities
c. transmitting information to people outside the organization through speeches, interviews, and written communication
d. initiating projects that lead to improvements, delegating idea-generation responsibilities to others, and identifying the best ideas to act upon

29. What do a liaison's primary responsibilities involve?

*a. maintaining and managing information links inside and outside the organization
b. taking corrective actions during conflicts/crises and resolving disputes among subordinates
c. transmitting information to people outside the organization through speeches, interviews, and written communication
d. initiating projects that lead to improvements, delegating idea-generation responsibilities to others, and identifying the best ideas to act upon

30. Match the managerial role with its correct description.

Figurehead	Greets visitors and signs contracts
Leader	Motivates and trains direct reports
Monitor	Seeks and receives information
Disseminator	Passes information on to organizational members
Disturbance handler	Takes corrective action during crises

Negotiator	Represents a department regarding contracts

31. In the role of entrepreneur, managers seek to improve their businesses, adapt to changing market conditions, and react to opportunities as they present themselves.

*a. True
b. False

32. What are the three managerial levels?

*a. first-line management, middle management, and executive management
b. supervisors, middle management, and executive management
c. rank-and-file management, middle management, and executive management
d. rank-and-file-management, first-line management, and executive management

33. Match the managerial skill with its correct description.

Conceptual	Required to coordinate the departments and divisions successfully
Human	Allows the manager to become involved with and lead their group
Technical	Deeply familiar with the mechanics of the job

34. Human relations skills involve the ability to use the tools, procedures, and techniques of a manager's special area.

a. True
*b. False

35. Conceptual skills involve a manager's ability to organize and analyze information in order to improve organizational performance.

*a. True
b. False

36. As a manager, you have planned and scheduled an upcoming project that your team has been tasked with completing. You have also been overseeing the design, development, production, and delivery of the product that your team produces. Which managerial responsibility are you exhibiting?

*a. monitoring products and services
b. long-range planning
c. supervision
d. coordinating