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Chapter 1 Managing and the Manager's Job

1. Which of the following is an example of a physical resource needed to operate the company that produces Kenny's Cajun Popcorn, a "low-calorie snack with a high-voltage flavor"?

a. an industrial-size popcorn popper
b. accountants and financial information
c. the help of family members who serve as taste-testers
d. a marketing campaign
e. customers

ANSWER:	a
RATIONALE:	All organizations use four basic kinds of resources from their environment: human, financial, physical, and information. Physical resources include raw materials, office and production facilities, and equipment.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS:	Technology
TOPICS:	An Introduction to Management
KEYWORDS:	Bloom's: Understand
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2. In the Women's National Basketball Association, the coaches, managers, and players are ____ resources.

a. physical
b. financial
c. human
d. information
e. intellectual

ANSWER:	c
RATIONALE:	All organizations use four basic kinds of resources from their environment: human, financial, physical, and information. Human resources include managerial talent and labor.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS:	Analytical
TOPICS:	An Introduction to Management
KEYWORDS:	Bloom's: Understand
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3. In the National Football League, the stadiums are ____ resources.

a. competitive

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b. physical
c. human
d. financial
e. information

ANSWER: b
RATIONALE: All organizations use four basic kinds of resources from their environment: human, financial, physical, and information. Physical resources include raw materials, office and production facilities, and equipment.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS: Technology
TOPICS: An Introduction to Management
KEYWORDS: Bloom's: Understand
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4. In the National Football League, the ticket revenues are ____ resources.
a. competitive
b. physical
c. human
d. financial
e. informational

ANSWER: d
RATIONALE: All organizations use four basic kinds of resources from their environment: human, financial, physical, and information. Financial resources are the capital used by the organization to finance both ongoing and long-term operations.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: An Introduction to Management
KEYWORDS: Bloom's: Understand
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5. In the National Football League, the promotional ads are ____ resources.
a. competitive
b. physical
c. human
d. financial
e. informational

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ANSWER: e

RATIONALE: All organizations use four basic kinds of resources from their environment: human, financial, physical, and information. Information resources are usable data needed to make effective decisions.

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1

ACCREDITING STANDARDS: Reflective Thinking

TOPICS: An Introduction to Management

KEYWORDS: Bloom's: Understand

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6. The fact that managers use four classes of inputs to perform organizational processes suggests that management is best understood from which perspective?

a. resource-based
b. an ineffective process
c. an inefficient process
d. a conversion process
e. not using its environment wisely

ANSWER: a

RATIONALE: Although defining the term organization is relatively simple, the concept of management is a bit more elusive. It is perhaps best understood from a resource-based perspective.

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1

ACCREDITING STANDARDS: Reflective Thinking

TOPICS: An Introduction to Management

KEYWORDS: Bloom's: Understand

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7. The primary purpose of The Management Process (What do Managers Do?) is to ____.

a. develop organizational goals and make logical decisions
b. achieve organizational goals efficiently and effectively
c. ensure that all employees are working together effectively
d. organize the various functions in a logical manner
e. make sure things go as planned

ANSWER: b

RATIONALE: Managers are responsible for combining and coordinating these various resources to achieve the organization's goals. The basic purpose of management is to ensure that an organization's goals are achieved in an efficient and effective manner.

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POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: An Introduction to Management
KEYWORDS: Bloom's: Understand
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8. Achieving organizational goals efficiently and effectively ____.
   a. is necessary to make logical decisions
   b. is not necessary for successful management but is desirable
   c. ensures that all employees will work cohesively
   d. rarely occurs in private sector organizations
   e. is the primary purpose of The Management Process (What do Managers Do?)

ANSWER: e
RATIONALE: The basic purpose of management is to ensure that an organization's goals are achieved in an efficient and effective manner. By efficient, we mean using resources wisely and in a cost-effective way. By effective, we mean making the right decisions and successfully implementing them.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: An Introduction to Management
KEYWORDS: Bloom's: Understand
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9. Which of the following refers to using resources wisely and in a cost-effective way?
   a. complexity
   b. effectiveness
   c. pervasiveness
   d. efficiency
   e. reliability

ANSWER: d
RATIONALE: The basic purpose of management is to ensure that an organization's goals are achieved in an efficient and effective manner. By efficient, we mean using resources wisely and in a cost-effective way.
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Multiple Choice

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HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: An Introduction to Management
KEYWORDS: Bloom's: Remember
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10. Management can best be defined as ____.
    a. people working together to achieve a set of goals
    b. achieving organizational goals in an efficient and effective manner
    c. making the right decisions and successfully implementing them
    d. the set of processes used to get members of the organization to work together
    e. The ability to be reliable and complete all tasks in a timely manner

ANSWER: b
RATIONALE: Management can be defined as a set of activities (including planning and decision making, organizing, leading, and controlling) directed at an organization's resources (human, financial, physical, and information), with the aim of achieving organizational goals in an efficient and effective manner.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: An Introduction to Management
KEYWORDS: Bloom's: Remember
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11. When the right decisions are made and implemented, The Management Process (What do Managers Do?) is considered to be ____.
    a. controlled
    b. centralized
    c. effective
    d. efficient
    e. complete

ANSWER: c
RATIONALE: A management process is considered to be effective when the right decisions are made and implemented.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS: Reflective Thinking

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TOPICS: An Introduction to Management
KEYWORDS: Bloom's: Remember
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12. Which of the following describes any person whose primary responsibility is to carry out The Management Process (What do Managers Do?)?

a. executive
b. production staff
c. CEO
d. operations
e. manager

ANSWER: e
RATIONALE: A manager is someone whose primary responsibility is to carry out The Management Process (What do Managers Do?). In particular, a manager is someone who plans and makes decisions, organizes, leads, and controls human, financial, physical, and information resources.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: An Introduction to Management
KEYWORDS: Bloom's: Remember
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13. What is meant when we say managers must be efficient?

a. using resources wisely and cost-effectively
b. making the right decision at the right time
c. successfully implementing decisions
d. carrying out The Management Process (What do Managers Do?)
e. completing all work on time

ANSWER: a
RATIONALE: To ensure that an organization's goals are achieved in an efficient and effective manner. By efficient, we mean using resources wisely and in a cost-effective way.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: An Introduction to Management
KEYWORDS: Bloom's: Remember

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14. Which of the following means making the right decisions and then successfully implementing them?
    a. efficiency
    b. effectiveness
    c. pervasiveness
    d. controlling
    e. leading

ANSWER: b
RATIONALE: By effective, we mean making the right decisions and successfully implementing them.
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS: Analytical
TOPICS: An Introduction to Management
KEYWORDS: Bloom's: Remember
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15. Which of the following statements describes individuals engaged in management?
    a. The worker welds parts together.
    b. The quality control employee inspects boxes of cake mix as they come off the line.
    c. The auto repair worker changes the oil in a customer's car.
    d. The plant manager has set an organizational goal of reducing plant waste by 5 percent during the next fiscal year.
    e. All of these choices

ANSWER: d
RATIONALE: Management can be defined as a set of activities (including planning and decision making, organizing, leading, and controlling) directed at an organization’s resources (human, financial, physical, and information), with the aim of achieving organizational goals in an efficient and effective manner.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.01 - LO: 1.1
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: An Introduction to Management
KEYWORDS: Bloom's: Apply
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16. Rajiv just completed a project in which he determined goals for each of his employees and projects, and how best to

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achieve them. Rajiv is engaged in ____.

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

ANSWER: a
RATIONALE: Planning is the process of setting organizational goals and deciding how best to achieve those goals. The organization's goals and plans help managers know how to allocate their time and resources.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Management Process (What do Managers Do?) (What do Managers Do?)
KEYWORDS: Bloom's: Apply
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17. Which of the following correctly lists all of the basic management functions?

a. decision making, controlling, leading, and coordinating
b. planning, decision making, organizing, and controlling
c. planning and decision making, leading, and organizing
d. planning and decision making, organizing, leading, and controlling
e. managing, leading, directing, staffing, and evaluating

ANSWER: d
RATIONALE: The four basic functions of management are planning and decision making, organizing, controlling, and leading. Most managers engage in more than one activity at a time and often move back and forth between the activities in unpredictable ways.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Remember
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18. Which is one of the four basic management functions, and requires determining how to group activities and resources?

a. organizing
b. disciplining
c. improvising

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d. correcting
e. motivating

ANSWER: a
RATIONALE: Once a manager has set goals and developed a workable plan, the next management function
is to organize people and the other resources necessary to carry out the plan. Specifically, organizing involves determining how activities and resources are to be grouped.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Remember
DATE CREATED: 5/5/2021 1:21 AM
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19. Advertising and subscription revenues at U.S. newspapers have been decreasing. A CEO sets a goal of increasing revenues by 5 percent. The CEO is engaged in ____.

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

ANSWER: b
RATIONALE: In its simplest form, planning means setting an organization’s goals and deciding how best to achieve them.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Apply
DATE CREATED: 5/5/2021 1:22 AM
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20. The purpose of planning and decision making is to ____.

a. enhance the company's image
b. monitor organizational progress
c. structure the organization for effective goal attainment
d. get the members of the organization to work together
e. serve as a guide for future activities

ANSWER: e

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RATIONALE: Planning and decision-making help maintain managerial effectiveness by serving as guides for future activities. In other words, the organization's goals and plans clearly help managers know how to allocate their time and resources.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Remember
DATE CREATED: 5/5/2021 1:24 AM
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21. Atmir allows his employees to make decisions that relate to their jobs, with the goal of furthering the interests of the organization. Which management function is Atmir using when he decentralizes the decision-making process?

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

ANSWER: c
RATIONALE: Leading is the set of processes used to get members of the organization to work together to further the interests of the organization. Managers can decentralize many activities so as to put the responsibility for making decisions in the hands of those best qualified to make them.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Apply
DATE CREATED: 5/5/2021 1:27 AM
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22. Kaia's organization allow employees to work remotely. This was accomplished by giving everyone a laptop for their home and access to online conferencing technology. This is a(n) ____ function of management.

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

ANSWER: a
RATIONALE: Once a manager has set goals and developed a workable plan, the next management function

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	is to organize people and the other resources necessary to carry out the plan. Specifically, organizing involves determining how activities and resources are to be grouped.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS:	Technology
TOPICS:	The Management Process (What do Managers Do?)
KEYWORDS:	Bloom's: Apply
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23. When employees work remotely, conference calls and emails can be used to check on employee availability and productivity. This is part of the ____ function of management.

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

ANSWER:	b
RATIONALE:	The final phase of the management process is controlling, or monitoring the organization's progress toward its goals. As the organization moves toward its goals, managers must monitor progress to ensure that it is performing in such a way as to arrive at its "destination" at the appointed time.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS:	Communication
TOPICS:	The Management Process (What do Managers Do?)
KEYWORDS:	Bloom's: Apply
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24. In the production department at Chelsea Milling Company, a sample of every product is taken at 15-minute intervals to ensure that standards are maintained. This is an example of _____.

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

ANSWER:	b
RATIONALE:	As the organization moves toward its goals, managers must monitor progress to ensure that it is performing in such a way as to arrive at its "destination" at the appointed time.

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POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Apply
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25. Which of the following statements BEST reflects the relationship between management and leadership?
    a. Leadership is only one part of management.
    b. Management is only one part of leadership.
    c. Management and leadership are the same thing.
    d. Leadership and management are unrelated concepts.
    e. Both leadership and management are part of controlling.

ANSWER: a
RATIONALE: The third basic managerial function is leading. Some people consider leading to be both the most important and the most challenging of all managerial activities.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Understand
DATE CREATED: 5/5/2021 1:35 AM
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26. Which of the following is an activity associated with the management function of controlling?
    a. Setting a goal to increase sales 25 percent next quarter.
    b. Arranging units in an organization according to function.
    c. Reviewing yesterday's production reports.
    d. Choosing between two alternative communication systems.
    e. Deciding to buy ten new robots to weld auto bodies.

ANSWER: c
RATIONALE: The final phase of the management process is controlling, or monitoring the organization's progress toward its goals. As the organization moves toward its goals, managers must monitor progress to ensure that it is performing in such a way as to arrive at its "destination" at the appointed time.
POINTS: 1

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DIFFICULTY: Easy
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Remember
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27. What is involved in the managerial function of controlling?
    a. Determining how best to group activities and resources.
    b. Selecting a course of action from a set of alternatives.
    c. Getting members of an organization to work together.
    d. Monitoring an organization's progress toward its goals.
    e. Inspiring people to do their best to achieve organizational goals.

ANSWER: d
RATIONALE: Controlling involves monitoring an organization's progress toward its goals. As the organization moves toward its goals, managers must monitor progress to ensure that it is performing in such a way as to arrive at its "destination" at the appointed time.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Remember
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28. Selecting the course of action that would most likely lead to success would be included in which management function?
    a. organizing
    b. controlling
    c. leading
    d. reporting
    e. planning

ANSWER: d
RATIONALE: In its simplest form, planning means setting an organization's goals and deciding how best to achieve them. Decision making, a part of the planning process, involves selecting a course of action from a set of alternatives. Planning and decision-making help managers maintain their effectiveness by serving as guides for their future activities.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice

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HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Remember
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29. What is often considered to be the most important and most challenging of all management activities?
    a. decision making
    b. organizing
    c. controlling
    d. leading
    e. planning

ANSWER: d
RATIONALE: Some people consider leading to be both the most important and the most challenging of all managerial activities. Leading is the set of processes used to get members of the organization to work together to further the interests of the organization.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Remember
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30. Neil's department was recently assigned a new project. His next task on the project is to determine how his people and other resources will be allocated to the project. At this point, what managerial function is Neil tackling?
    a. organizing
    b. applying
    c. staffing
    d. leading
    e. planning

ANSWER: a
RATIONALE: Once a manager has set goals and developed a workable plan, his or her next management function is to organize people and the other resources necessary to carry out the plan. Specifically, organizing involves determining how activities and resources are to be grouped.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2

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ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Apply
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31. When considering the basic management functions, decision making is part of what process?
    a. organizing
    b. controlling
    c. leading
    d. reporting
    e. planning

ANSWER: e
RATIONALE: Decision making, a part of the planning process, involves selecting a course of action from a set of alternatives. Planning and decision-making help managers maintain their effectiveness by serving as guides for their future activities.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Remember
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32. Why is planning and decision making important to managers in an organization?
    a. to coordinate day-to-day operations
    b. to determine human resource needs
    c. to determine how to allocate resources
    d. to help contemporary organization grow in complexity
    e. to determine the most cost-effective process for the job

ANSWER: c
RATIONALE: Planning and decision-making help managers maintain their effectiveness by serving as guides for their future activities. In other words, the organization’s goals and plans clearly help managers know how to allocate their time and resources.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Apply
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33. Which of the following is a benefit of planning?
    a. It helps managers recognize their own weaknesses.
    b. It helps managers better manage the weaknesses of employees.
    c. It helps managers understand the relationships among employees.
    d. It helps managers know how to allocate their time and resources.
    e. It helps managers track the progress toward set goals.

ANSWER: d
RATIONALE: An organization's goals and plans clearly help managers know how to allocate their time and resources. In its simplest form, planning means setting an organization's goals and deciding how best to achieve them.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.02 - LO: 1.2
ACCREDITING STANDARDS: Analytical
TOPICS: The Management Process (What do Managers Do?)
KEYWORDS: Bloom's: Apply
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34. Which level of management would make the decision to do business with a foreign subsidiary?
    a. first-line management
    b. administrative management
    c. middle-level marketing management
    d. top management
    e. front-line supervisor

ANSWER: d
RATIONALE: Top managers create the organization's goals, overall strategy, and operating policies. They also officially represent the organization to the external environment by meeting with government officials, executives of other organizations, and so forth.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Apply
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35. A ____ is an example of a first-line manager.
    a. chief executive officer

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b. president
c. supervisor
d. chairman of the board
e. division head

ANSWER: c
RATIONALE: Common titles for first-line managers are supervisor, coordinator, and office manager. Positions like these are often the first held by employees who enter management from the ranks of operating personnel.
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS: Analytical
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Remember
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36. In most organizations, the ____ level of management contains the largest number of managers.
a. first-line supervision
b. administrative management
c. top management
d. middle management
e.

ANSWER: d
RATIONALE: Middle management is probably the largest group of managers in most organizations. Common middle-management titles include plant manager, operations manager, and division head.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS: Analytical
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Remember
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37. Middle managers spend most of their time ____.
a. setting overall company goals
b. meeting with government officials
c. implementing plans of top managers
d. managing day-to-day operations
e. convincing customers to buy their items

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ANSWER: c
RATIONALE: Middle managers are responsible primarily for implementing the policies and plans developed by top managers and for supervising and coordinating the activities of lower-level managers.
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS: Analytical
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Remember
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38. When editors ensure authors meet a deadline, the editors are working in which functional area?
    a. marketing
    b. finance
    c. operations
    d. human resources
    e. administration
ANSWER: c
RATIONALE: Operations managers are concerned with creating and managing the systems that create an organization’s products and services. Typical responsibilities of operations managers include production control, inventory control, quality control, plant layout, and site selection.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Apply
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39. Maja works with a variety of managers to design training programs for employees. In addition, she helps managers with performance appraisals and resolve issues with problem employees. Which type of manager is Maja?
    a. operations
    b. administration
    c. marketing
    d. finance
    e. human resources
ANSWER: e
RATIONALE: Human resource managers are responsible for hiring and developing employees. They are

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	typically involved in human resource planning, recruiting and selecting employees, training and development, designing compensation and benefit systems, formulating performance appraisal systems, and discharging low-performing and problem employees.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS:	Analytical
TOPICS:	Kinds of Managers
KEYWORDS:	Bloom's: Apply
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40. Which type of managers tend to be generalists and not associated with any particular functional area?

a. administrative
b. operations
c. production
d. marketing
e. human resources

ANSWER:	a
RATIONALE:	Administrative managers tend to be generalists; they have some basic familiarity with all functional areas of management rather than specialized training in any one area.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS:	Communication
TOPICS:	Kinds of Managers
KEYWORDS:	Bloom's: Remember
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41. Which type of managers are concerned with creating and managing the systems that create an organization’s products and services?

a. administrative
b. operations
c. production
d. marketing
e. human resources

ANSWER:	b
RATIONALE:	Operations managers are concerned with creating and managing the systems that create an organization’s products and services. Typical responsibilities of operations managers include production control, inventory control, quality control, plant layout, and site selection.

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POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS: Communication
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Remember
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42. Nour's responsibilities include creating organizational goals and overall strategy for the organization. In terms of her level in the organization, what type of manager is Nour?

a. top manager
b. administrative
c. middle manager
d. marketing
e. human resources

ANSWER: a
RATIONALE: Top managers make up the relatively small group of executives who manage the overall organization. Top managers create the organization's goals, overall strategy, and operating policies.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS: Communication
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Remember
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43. Ira is a manager at a textile company. He and his staff are focused on accounting, cash management, and investment activities. In which area of the company does Ira work?

a. administrative
b. operations
c. finance
d. marketing
e. human resources

ANSWER: c
RATIONALE: Financial managers deal primarily with an organization's financial resources. They are responsible for activities such as accounting, cash management, and investments. In some businesses, especially banking and insurance, financial managers are found in large numbers.
POINTS: 1

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DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS: Communication
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Remember
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44. Rene is a manager at a mid-size hospital. She has basic familiarity with all functional areas necessary to manage the hospital. What type of manager is she?

a. administrative
b. top manager
c. financial
d. marketing
e. human resources

ANSWER: a
RATIONALE: Administrative managers tend to be generalists; they have some basic familiarity with all functional areas of management rather than specialized training in any one area.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS: Communication
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Remember
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45. Woojin's often meets with government officials and executives of other organizations to shape policy and industry standards. Which level of management is Woojin?

a. first-line
b. operating personnel
c. administrative
d. middle manager
e. top manager

ANSWER: e
RATIONALE: Top managers make up the relatively small group of executives who manage the overall organization. Titles found in this group include president, vice president (VP), and chief executive officer (CEO). Top managers create the organization's goals, overall strategy, and operating policies. They also officially represent the organization to the external environment by meeting with government officials, executives of other organizations, and so forth.
POINTS: 1
DIFFICULTY: Moderate

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QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS: Communication
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Remember
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46. As a middle manager, what might Yui's job entail?
    a. meeting officials from other organizations
    b. implementing policies and plans
    c. creating strategies and goals
    d. overseeing day to day operation
    e. conducting performance reviews

ANSWER: b
RATIONALE: Middle managers are primarily responsible for implementing the policies and plans developed by top managers and for supervising and coordinating the activities of lower-level managers.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3
ACCREDITING STANDARDS: Communication
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Apply
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47. Which field of management typically works with clients and consumers in areas such as new product development, promotion, and distribution?
    a. marketing
    b. financial
    c. public relations
    d. research and development
    e. human resources

ANSWER: a
RATIONALE: Marketing managers work in areas related to the marketing function—getting consumers and clients to buy the organization’s products or services. These areas include new product development, promotion, and distribution.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.03 - LO: 1.3

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ACCREDITING STANDARDS: Communication
TOPICS: Kinds of Managers
KEYWORDS: Bloom's: Remember
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48. Which of the following roles is categorized as interpersonal?
    a. entrepreneur
    b. figurehead
    c. monitor
    d. disseminator
    e. resource allocator

ANSWER: b
RATIONALE: The manager is often expected to serve as a figurehead— taking visitors to dinner, attending ribbon-cutting ceremonies, and the like. These activities are typically more ceremonial and symbolic than substantive.
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Communication
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Remember
DATE CREATED: 5/5/2021 2:33 AM
DATE MODIFIED: 5/5/2021 2:35 AM

49. Which interpersonal role involves serving as a link among people?
    a. leader
    b. figurehead
    c. liaison
    d. negotiator
    e. spokesperson

ANSWER: c
RATIONALE: Managers can have a liaison role. This role often involves serving as a coordinator or link among people, groups, or organizations. For example, companies in the computer industry may use liaisons to keep other companies informed about their plans.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Communication
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Remember
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50. Diedre is an executive responsible for maintaining good relations with environmental groups. She works with them to promote recycling of food packaging within her organization. She is filling the ____ role.

a. figurehead
b. leader
c. liaison
d. negotiator
e. entrepreneur

ANSWER: c
RATIONALE: Managers can have a liaison role. This role often involves serving as a coordinator or link among people, groups, or organizations.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Communication
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Apply
DATE CREATED: 5/5/2021 2:37 AM
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51. The head of HR meets with union representatives to resolve a labor dispute. What managerial role was she fulfilling?

a. negotiator
b. figurehead
c. leader
d. entrepreneur
e. spokesperson

ANSWER: a
RATIONALE: One decisional role is that of negotiator. In this role the manager enters into negotiations with other groups or organizations as a representative of the company. For example, managers may negotiate a union contract, an agreement with a consultant, or a long-term relationship with a supplier.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Communication
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Apply
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52. Which of the following roles is categorized as informational?

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a. entrepreneur
b. liaison
c. leader
d. spokesperson
e. negotiator

ANSWER: d
RATIONALE: The third informational role focuses on external communication. The spokesperson formally relays information to people outside the unit or outside the organization.
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Communication
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Remember
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53. Which of the following roles is categorized as decisional?
a. leader
b. monitor
c. disseminator
d. entrepreneur
e. spokesperson

ANSWER: d
RATIONALE: Research has identified four decisional roles. First, the manager has the role of entrepreneur, the voluntary initiator of change.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Communication
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Remember
DATE CREATED: 5/5/2021 2:43 AM
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54. Raj is a plant manager for Bell Electronics. This morning he presented two retiring employees with certificates of appreciation and gold watches. What managerial role was Raj fulfilling?
a. leader
b. disseminator
c. figurehead
d. resource allocator

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e. spokesperson

ANSWER: c

RATIONALE: Managers are often required to serve as a figurehead—taking visitors to dinner, attending ribbon-cutting ceremonies, and the like. These activities are typically more ceremonial and symbolic than substantive.

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4

ACCREDITING STANDARDS: Communication

TOPICS: Basic Managerial Roles and Skills

KEYWORDS: Bloom's: Apply

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55. Roberta has just hired two new employees to work in the quality control lab. She is now training them for their jobs. What managerial role is she playing here?

a. developer

b. entrepreneur

c. planner

d. leader

e. monitor

ANSWER: d

RATIONALE: The manager is also expected to serve as a leader— hiring, training, and motivating employees. A manager who formally or informally shows subordinates how to do things and how to perform under pressure is leading.

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4

ACCREDITING STANDARDS: Communication

TOPICS: Basic Managerial Roles and Skills

KEYWORDS: Bloom's: Apply

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56. When the monitor role is combined with the ____ role, the manager emerges as a vital link in the organizational chain of communication.

a. disseminator

b. entrepreneur

c. liaison

d. figurehead

e. leader

ANSWER: a

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RATIONALE: The manager is a disseminator of information, transmitting relevant information back to others in the workplace. When the roles of monitor and disseminator are viewed together, the manager emerges as a vital link in the organization's chain of communication.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Communication
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Understand
DATE CREATED: 5/5/2021 2:57 AM
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57. A research and development company has been asked to see if a rare flower found only in the Amazon River Valley has the potential to shrink certain types of brain tumors. Since there is only a limited supply of the flower, the lab supervisor has to take on the decisional role of ____ when deciding who will have access to the flower.

a. negotiator
b. disseminator
c. monitor
d. liaison
e. resource allocator

ANSWER: e
RATIONALE: As resource allocator, the manager decides how resources are distributed and with whom he or she will work most closely. For example, a manager typically allocates the funds in the unit's operating budget among the unit's members and projects.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Apply
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58. Which decisional role involves the manager in resolving conflicts?

a. negotiator
b. disturbance handler
c. liaison
d. leader
e. resource allocator

ANSWER: b
RATIONALE: The manager responds to their role as disturbance handler by handling such problems as strikes, copyright infringements, or problems in public relations or with corporate image.

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POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Communication
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Remember
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59. Which skills are needed to understand or accomplish specialized tasks within an organization?
    a. decisional
    b. organizational
    c. conceptual
    d. technical
    e. strategic

ANSWER: d
RATIONALE: Technical skills are the skills necessary to accomplish or understand the specific kind of work being done in an organization. Technical skills are especially important for first-line managers.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Technology
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Apply
DATE CREATED: 5/5/2021 3:03 AM
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60. The managerial skills least important to a top manager are ____ skills.
    a. organizational
    b. interpersonal
    c. conceptual
    d. technical
    e. strategic

ANSWER: d
RATIONALE: Technical skills are the skills necessary to accomplish or understand the specific kind of work being done in an organization. Technical skills are especially important for first-line managers.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False

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LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Technology
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Understand
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61. Which type of skills enable a manager to visualize the most appropriate response to a situation?
    a. operational
    b. knowledge
    c. conceptual
    d. technical
    e. diagnostic

ANSWER: e
RATIONALE: Successful managers possess diagnostic skills, or skills that enable a manager to visualize the most appropriate response to a situation. A physician diagnoses a patient's illness by analyzing symptoms and determining their probable cause. Similarly, a manager can diagnose and analyze a problem in the organization by studying its symptoms and then developing a solution.
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Analytical
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Remember
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62. Sanjay recognizes a need to reorganize his company from geographic regions into customer focused divisions. What skills is he using?
    a. technical
    b. conceptual
    c. human
    d. organizational
    e. operational

ANSWER: b
RATIONALE: Conceptual skills depend on the manager's ability to think in the abstract. Managers need the mental capacity to understand the overall workings of the organization and its environment, to grasp how all the parts of the organization fit together, and to view the organization in a holistic manner. This allows them to think strategically, to see the "big picture," and to make broad-based decisions that serve the overall organization.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False

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LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Analytical
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Apply
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63. Which managerial skill is likely to be especially important to managers who occupy roles such as disturbance handler, negotiator, and resource allocator?

a. technical
b. diagnostic
c. conceptual
d. interpersonal
e. analytic

ANSWER: d
RATIONALE: Managers spend considerable time interacting with people both inside and outside the organization. For obvious reasons, then, the manager also needs interpersonal skills—the ability to communicate with, understand, and motivate both individuals and groups.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Communication
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Understand
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64. A manager's ability to think in the abstract is a(n) ____ skill.

a. technical
b. diagnostic
c. conceptual
d. functional
e. operational

ANSWER: c
RATIONALE: Conceptual skills depend on the manager’s ability to think in the abstract. Managers need the mental capacity to understand the overall workings of the organization and its environment, to grasp how all the parts of the organization fit together, and to view the organization in a holistic manner.
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Analytical

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TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Remember
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65. Which skills are most important for first-line managers?
    a. diagnostic
    b. conceptual
    c. technical
    d. functional
    e. operational

ANSWER: c
RATIONALE: Technical skills are especially important for first-line managers. These managers spend much of their time training subordinates and answering questions about work-related problems.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Analytical
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Understand
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66. The ability to both effectively convey ideas and information to others and effectively receive ideas and information from others is referred to as a(n) ____ skill.
    a. communication
    b. knowledge
    c. conceptual
    d. technical
    e. interpersonal

ANSWER: a
RATIONALE: Communication skills refer to the manager’s abilities both to effectively convey ideas and information to others and to effectively receive ideas and information from others.
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Communication
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Remember
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67. Ramon is a public relations manager. He manages the image of the company by responding to interview requests and promoting the good work the company and employees do. His most important skills are his ____ skills.

a. communication
b. decision-making
c. conceptual
d. technical
e. interpersonal

ANSWER: a
RATIONALE: Communication skills refer to the manager's abilities both to effectively convey ideas and information to others and to effectively receive ideas and information from others. In addition, communication skills help the manager listen to what others say and to understand
the real meaning behind emails, letters, reports, and other written communication.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Communication
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Apply
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68. The ability to prioritize work, to work efficiently, and to delegate appropriately is a(n) ____ skill.

a. operational
b. knowledge
c. conceptual
d. technical
e. time-management

ANSWER: e
RATIONALE: Time-management skills refer to the manager's ability to prioritize work, to work efficiently, and to delegate appropriately.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Analytical
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Remember
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69. Apoorva is known to take a very scientific approach to management. When making decision, she seems to be ____.

a. subjective

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b. logical
c. conceptual
d. intuitive
e. instinctual

ANSWER: a
RATIONALE: The science of management approaches problems and issues in ways that are rational, logical, objective, and systematic. Managers can gather data, facts, and objective information.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.04 - LO: 1.4
ACCREDITING STANDARDS: Analytical
TOPICS: Basic Managerial Roles and Skills
KEYWORDS: Bloom's: Remember
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70. The most common path to becoming a successful manager usually are attained through ____.
a. case studies
b. on the job training
c. watching films and videos of managers in action
d. a combination of education and experience
e. computer simulations and video training courses

ANSWER: d
RATIONALE: Although there are as many variations as there are managers, the most common path involves a combination of education and experience.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.05 - LO: 1.5
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Nature of Managerial Work
KEYWORDS: Bloom's: Understand
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71. What is a theory?
a. The determination of how activities and resources are to be grouped.
b. A conceptual framework for organizing knowledge and providing a blueprint for action.
c. The set of processes used to get members of an organization to work together.
d. The means of measuring an organization's progress toward its goals.
e. The process of testing an organizational decision without impacting workers.

ANSWER: b

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RATIONALE: A theory is a conceptual framework for organizing knowledge and providing a blueprint for action. Although some theories seem abstract and irrelevant, others appear very simple and practical. Management theories, which are used to build organizations and guide them toward their goals, are grounded in reality.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.05 - LO: 1.5
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Nature of Managerial Work
KEYWORDS: Bloom's: Understand
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72. Why is it important for managers to study history?
    a. History can provide a conceptual framework for organizing knowledge.
    b. Understanding historical context can provide a blueprint for action.
    c. The historical context can help managers avoid the mistakes of others.
    d. History can provide a mechanistic point of view of management.
    e. Solutions to today's management issues are available in history.

ANSWER: c
RATIONALE: Awareness and understanding of important historical developments are also important to contemporary managers. The historical context of management provides a sense of heritage and can help managers avoid the mistakes of others.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.05 - LO: 1.5
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Nature of Managerial Work
KEYWORDS: Bloom's: Understand
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73. What is generally a safe assumption about management theories that are used to build organizations and guide them to their goals?
    a. They are grounded in reality.
    b. They are abstract.
    c. They are simple.
    d. They are scientific in nature.
    e. They are all unique, just as every problem is unique.

ANSWER: a
RATIONALE: A theory is simply a conceptual framework for organizing knowledge and providing a blueprint for action. Although some theories seem abstract and irrelevant, others appear very simple and practical. Management theories, which are used to build organizations

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and guide them toward their goals, are grounded in reality.

POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.05 - LO: 1.5
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Nature of Managerial Work
KEYWORDS: Bloom's: Understand
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74. How can managers use knowledge of theory and history in contemporary organizations?
    a. as the basis for new, personal theories
    b. as abstract ideas
    c. as a way to set organizational goals
    d. to apply rules of scientific management to current issues being faced
    e. to avoid the potential for recurring problems

ANSWER: a
RATIONALE: Most managers develop and refine their own theories of how they should run their organizations and manage the behavior of their employees. For example, James Sinegal, founder and former CEO of Costco Wholesale, always argued that paying his employees above market wages while focusing cost-cutting measures elsewhere were the key ingredients in the early success of his business. This belief was essentially based on his personal theory of competition in the warehouse retailing industry.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.05 - LO: 1.5
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Nature of Managerial Work
KEYWORDS: Bloom's: Understand
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75. Which of the following can be used to provide managers a sense of heritage and avoid the mistakes of others?
    a. Plato's job specialization description
    b. historical context of management
    c. the management function of planning
    d. the classical perspective
    e. using diagnostic skills in decision making

ANSWER: b
RATIONALE: Awareness and understanding of important historical developments are also important to contemporary managers.16 Understanding the historical context of management provides a sense of heritage and can help managers avoid the mistakes of others.

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POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.05 - LO: 1.5
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Nature of Managerial Work
KEYWORDS: Bloom's: Understand
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76. What is a characteristic of the art, rather than the science, of management?
    a. logic
    b. rational thinking
    c. intuition
    d. systems
    e. time

ANSWER: c
RATIONALE: Even though managers may try to be scientific as often as possible, they must frequently make decisions and solve problems on the basis of intuition, experience, instinct, and personal insights. These are all part of the art of management.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.05 - LO: 1.5
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Nature of Managerial Work
KEYWORDS: Bloom's: Understand
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77. Which skills are particularly important in the art of management?
    a. decision making
    b. diagnostic
    c. communication
    d. technical
    e. computer

ANSWER: c
RATIONALE: Even though managers may try to be scientific as often as possible, they must frequently make decisions and solve problems on the basis of intuition, experience, instinct, and personal insights. Relying heavily on conceptual, communication, interpersonal, and time management skills, for example, a manager may have to decide among multiple courses of action that look equally attractive.
POINTS: 1
DIFFICULTY: Moderate

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QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.05 - LO: 1.5
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The Nature of Managerial Work
KEYWORDS: Bloom's: Understand
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78. Many managers are facing an increased work pace, less time to think through a decision, and more information to process. This can all be tied to which contemporary management challenge?

a. new technology
b. globalization
c. social responsibility
d. diversity
e. competition

ANSWER: a
RATIONALE: Innovations in technology have increased the work pace for managers, cut into their time for thoughtful contemplation of decisions, and increased the amount of information they must process.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The New Workplace
KEYWORDS: Bloom's: Understand
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79. Lupita's company is slowly recovering from the most recent economic recession. While the recession forced her firm to make tough decisions, it also enabled her to reframe her company. What might Lupita have done during the recession that will make the company stronger in the long run?

a. manage increases in cost by expansion
b. expand on the job training
c. hire more employees at lower wages
d. streamline operating procedures
e. expand operating systems

ANSWER: d
RATIONALE: Some managers use periods of recession as a framework for reducing their costs, streamlining their operating systems and procedures, and fine-tuning their business strategies. As the economy slowly began to rebound firms can be well positioned for new growth and began hiring new employees.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice

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HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The New Workplace
KEYWORDS: Bloom's: Understand
DATE CREATED: 5/5/2021 5:03 AM
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80. What is the term that describes differences among people?

a. norms
b. culture
c. ethics
d. personality
e. diversity

ANSWER: e
RATIONALE: The term diversity refers to differences among people. Diversity may be reflected along numerous dimensions, but most managers tend to focus on age, gender, ethnicity, and physical abilities and disabilities.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The New Workplace
KEYWORDS: Bloom's: Understand
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81. Teresita has several open positions at her firm. What could Teresita's firm offer Millennial candidates to attract them to her firm?

a. flexibility in work arrangements
b. structure
c. long term opportunity
d. benefits that include retirement plans
e. strong corporate identity

ANSWER: a
RATIONALE: Generation X, Generation Y, Generation Z, and Millennials, as these groups are called, tend to be less devoted to long-term career prospects and less willing to adapt to a corporate mindset that stresses conformity and uniformity. Instead, they often seek work in smaller, more entrepreneurial firms that allow flexibility and individuality.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6

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ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The New Workplace
KEYWORDS: Bloom's: Understand
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82. Ugar is a manager the likes change. When people become complacent, he tries to shake things up to reenergize them. How does Ugar likely see change management?

a. as a cause for alarm
b. as a way to attract new, long-term workers
c. as a way to improve the organizations social media reputation
d. as an opportunity
e. as a way to encourage entrepreneurship

ANSWER: d
RATIONALE: An organization that fails to monitor its environment and to change to keep pace with that environment is doomed to failure. But more and more managers are seeing change as an opportunity, not a cause for alarm. Indeed, some managers think that if things get too calm in an organization and people start to become complacent, they should shake things up to get everyone energized.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The New Workplace
KEYWORDS: Bloom's: Understand
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83. Ramkumar is the head of human resources at a large firm. For the past few years, his firm has had a difficult time hiring and retaining employees. What can Ramkumar do to better attract and retain today's workers?

a. provide new and different incentives
b. encourage skill development and on the job training
c. use groups to keep people motivated and interested in work
d. build large corporate campuses that foster a sense of community
e. eliminate their presence on social media

ANSWER: a
RATIONALE: Managers are increasingly faced with the challenge of, first, creating an environment that will be attractive to today’s worker and, second, addressing the challenge of providing new and different incentives to keep people motivated and interested in their work. They must build enough flexibility into the organization to accommodate an ever-changing set of lifestyles and preferences.
POINTS: 1
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6

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ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The New Workplace
KEYWORDS: Bloom's: Understand
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84. Which of the following is an advantage of hiring retirees in an organization?
    a. The organization does not have to pay retirees any wages.
    b. The organization attains new skillsets.
    c. The organization gets the expertise of skilled workers.
    d. The organization gains employees for permanent projects.
    e. The organization will not have to train them.

ANSWER: c
RATIONALE: Some organizations have found retirees to be excellent part-time and temporary employees. By hiring retirees, an organization gets the expertise of skilled workers, and the individuals get extra income and an opportunity to continue to use their skills.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The New Workplace
KEYWORDS: Bloom's: Understand
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85. Which of the following acts emphasized the importance of providing equal employment opportunities for people with various impairment?
    a. the Norris-LaGuardia Act
    b. the Act of Toleration
    c. the Americans with Disabilities Act
    d. the Occupational Safety and Health Act
    e. the Civil Rights Act of 1964

ANSWER: c
RATIONALE: The passage of the Americans with Disabilities Act brought to the forefront the importance of providing equal employment opportunities for people with various disabilities. As a result, organizations are attracting qualified employees from groups that they may have once ignored.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The New Workplace

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KEYWORDS: Bloom's: Understand
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86. Who among the following is an example of a yuppie?
    a. Raj, someone who enjoys flexibility on the job.
    b. Dajhia, who wants to start her own business.
    c. Jose, who graduated in 1986 and now works in a multinational company.
    d. Savannah, a retiree of a government organization.
    e. Marta, who works from home using company provided equipment.

ANSWER: c
RATIONALE: During the 1980s, those entering the workforce cam to be called yuppies, slang for "young urban professionals." These individuals were highly motivated by career prospects, sought employment with big corporations, and often were willing to make work their highest priority.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The New Workplace
KEYWORDS: Bloom's: Understand
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87. Which of the following brought renewed focus on diversity and increases sensitivity to diversity?
    a. increase in the use of retirees in the workforce
    b. decreasing age of the average worker
    c. social unrest
    d. women in the workforce
    e. lack of skilled workers

ANSWER: c
RATIONALE: The social unrest that swept the United States in 2020 brought with it a renewed focus on diversity and the need for increased sensitivity to various race-related issues.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The New Workplace
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88. Zereth's company has been trying to create a more diverse workforce, and is succeeding. What is the likely outcome of a more diversity workforce?

a. enhance effectiveness
b. fewer challenges for managers
c. increased stability in younger workers
d. less need to respond to environmental change
e. lower wages

ANSWER: a
RATIONALE: Workforce diversity enhances the effectiveness of most organizations, but it also provides special challenges for managers.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6
ACCREDITING STANDARDS: Reflective Thinking
TOPICS: The New Workplace
KEYWORDS: Bloom's: Understand
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89. Bhavik is a new employee, considered to be part of Generation Y. What is he most likely to be attracted to when looking for a job?

a. a large firm
b. flexibility
c. group goals
d. advanced technology
e. promotion

ANSWER: b
RATIONALE: They often seek work in smaller, more entrepreneurial firms that allow flexibility and individuality. They also place a premium on lifestyle preferences, often putting location high on their list of priorities when selecting an employer.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.GRIF.22.01.06 - LO: 1.6
ACCREDITING STANDARDS: Reflective Thinking
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