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Chapter 1 MANAGING AND PERFORMING

TRUE-FALSE QUESTIONS

Title: ANSWER: T REFERENCE: What Do Managers Do? LEARNING OUTCOME: 1
1. According to Mintzberg, managers averaged 36 written and 16 verbal contacts per day with most of these activities lasting less than nine minutes.
a. True
b. False

Title: ANSWER: F REFERENCE: What Do Managers Do? LEARNING OUTCOME: 1
2. Kotter studied a number of successful general managers over a five-year period and found that they spend most of their time by themselves drawing up plans or worrying about important decisions.
a. True
b. False

Title: ANSWER: F REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
3. The influence of managers is most clearly seen, according to Mintzberg, in the figurehead role.
a. True
b. False

Title: ANSWER: T REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
4. While the entrepreneur role describes managers who initiate change, the disturbance or crisis handler role depicts managers who must involuntarily react to conditions.
a. True
b. False

Title: ANSWER: F REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
5. In the leader role, managers pass privileged information directly to subordinates, whereas in the disseminator role, managers send information to people outside of their organizations.
a. True
b. False

Title: ANSWER: T REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
6. As monitors, managers are constantly scanning the environment for information, talking with liaison contacts and subordinates, and receiving unsolicited information.
a. True
b. False

Title: ANSWER: F REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
7. According to Mintzberg, disturbance handler is an interpersonal role.
a. True
b. False

Title: ANSWER: T REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
8. In a leader role, a manager counsels, communicates, and directs subordinates.
a. True
b. False

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Title: ANSWER: F REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
9. In a liaison role, a manager performs formal duties like greeting customers and signing contracts.
a. True
b. False

Title: ANSWER: T REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
10. For managers, threats include technological breakthroughs on the part of competitors, obsolescence in their organization, and dramatically shortened product cycles.
a. True
b. False

Title: ANSWER: F REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
11. For managers, in any organization, threats include product or service niches that are underserved, out-of-cycle hiring possibilities, mergers, purchases, or upgrades in equipment, space, or other assets.
a. True
b. False

Title: ANSWER: F REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
12. Community relations and external consulting are self-described activities of a manager’s responsibilities.
a. True
b. False

Title: ANSWER: F REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
13. As part of their responsibilities, all managers get involved in planning, scheduling, and monitoring the design, development, production, and delivery of the organization’s products and services.
a. True
b. False

Title: ANSWER: T REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
14. Executive managers are at the top of the hierarchy and are responsible for the entire organization, especially its strategic direction.
a. True
b. False

Title: ANSWER: F REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
15. Front-line managers in organizations devote more of their time to conceptual issues.
a. True
b. False

MULTIPLE-CHOICE QUESTIONS

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Title: ANSWER: A REFERENCE: What Do Managers Do? LEARNING OUTCOME: 1
1. According to Mintzberg, managers averaged ____ written and _____ verbal contacts per day with most of these activities lasting less than ____ minutes.
A. 36; 16; 9
B. 9; 18; 30
C. 5; 10; 15
D. 20; 10; 25
E. 33; 44; 20

Title: ANSWER: B REFERENCE: What Do Managers Do? LEARNING OUTCOME: 1
2. Kotter studied a number of successful general managers over a five-year period and found that they spend most of their time
A. by themselves.
B. with others.
C. worrying about important decisions.
D. drawing up plans.
E. giving orders.

Title: ANSWER: D REFERENCE: What Do Managers Do? LEARNING OUTCOME: 1
3. The interactive nature of management means that most management work is
A. passive.
B. abstract.
C. unimportant.
D. conversational.
E. done alone.

Title: ANSWER: D REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
4. When Samantha, manager at ABC International, seeks and receives information from both web and industry journals, she is acting as a
A. leader.
B. disseminator.
C. resource allocator.
D. monitor.
E. liaison.

Title: ANSWER: B REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
5. When Olamede, the Marketing department chair, passes information to his faculty and staff about new policies through memos and emails, he is acting as a
A. leader.
B. disseminator.
C. resource allocator.
D. monitor.
E. liaison.

Title: ANSWER: C REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
6. Amani is the newly hired manager at MyCoffee, a global coffee roasting company. As part of her responsibilities, Amani often gives interviews to media outlets and speeches to community organizations. Amani is playing the role of a

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A. leader.
B. disseminator.
C. spokesperson.
D. monitor.
E. liaison.

Title: ANSWER: D REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
7. As the Chief Executive Officer (CEO) of Organic Foods International, Rebecca signs major contracts with various food suppliers as well as many legal documents. Rebecca is playing the role of a
A. leader.
B. disseminator.
C. spokesperson.
D. figurehead.
E. liaison.

Title: ANSWER: E REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
8. According to Mintzberg, which of the following are informational roles?
A. Leader, liaison, and figurehead.
B. Negotiator, disseminator, and liaison.
C. Disturbance handler, leader, and spokesperson.
D. Entrepreneur, disturbance handler, and negotiator.
E. Disseminator, monitor, and spokesperson.

Title: ANSWER: A REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
9. According to Mintzberg, which of the following are interpersonal roles?
A. Leader, liaison, and figurehead.
B. Negotiator, disseminator, and liaison.
C. Disturbance handler, leader, and spokesperson.
D. Entrepreneur, disturbance handler, and negotiator.
E. Disseminator, monitor, and spokesperson.

Title: ANSWER: D REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
10. According to Mintzberg, which of the following are decisional roles?
A. Leader, liaison, and figurehead.
B. Negotiator, disseminator, and liaison.
C. Disturbance handler, leader, and spokesperson.
D. Entrepreneur, disturbance handler, and negotiator.
E. Disseminator, monitor, and spokesperson.

Title: ANSWER: A REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
11. James is the production manager at a large toy manufacturing company. James believes that one of his critical role is to train, counsel, motivate, and direct his subordinates. This represents which role, according to Mintzberg?
A. Leader
B. Disseminator
C. Spokesperson
D. Figurehead
E. Liaison

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Title: ANSWER: E REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
12. As a division manager at KB Foods (KBF), Michelle maintains information links both inside and outside KBF. According to Mintzberg, this represents _____ role.
A. negotiator
B. disseminator
C. spokesperson
D. figurehead
E. liaison

Title: ANSWER: C REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
13. In the role of _____, managers seek to improve their businesses, adapt to changing market conditions, and react to opportunities as they present themselves.
A. negotiator
B. disseminator
C. entrepreneur
D. figurehead
E. liaison

Title: ANSWER: B REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
14. As a production manager, Sylvia just received the report that the product output is 20 percent below the projected target. She immediately takes the corrective actions to remedy the crisis. Sylvia is engaging in the role of a
A. leader.
B. disturbance handle.
C. entrepreneur.
D. resource allocator.
E. liaison.

Title: ANSWER: D REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
15. The role of _____, according to Mintzberg, involves managers making decisions about who gets what, how much, when, and why.
A. leader
B. disturbance handle
C. entrepreneur
D. resource allocator
E. liaison

Title: ANSWER: C REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
16. When Elizabeth is representing management side and is dealing with union representatives and labor agreements and settling terms of employees contracts and salary increases, Elizabeth is engaging in the role of a
A. leader.
B. disturbance handle.
C. negotiator.
D. resource allocator.
E. liaison.

Title: ANSWER: E REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
17. According to Mintzberg, which of the following role is informational?

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A. Leader
B. Disturbance handle
C. Negotiator
D. Resource allocator
E. Monitor

Title: ANSWER: A REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
18. According to Mintzberg, which of the following role is interpersonal?
A. Leader
B. Disturbance handle
C. Negotiator
D. Resource allocator
E. Monitor

Title: ANSWER: B REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
19. According to Mintzberg, which of the following role is decisional?
A. Leader
B. Disturbance handle
C. Spokesperson
D. Liaison
E. Monitor

Title: ANSWER: A REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
20. While spokesperson is a type of _____ role, liaison is a(n) _____ role.
A. informational; interpersonal
B. interpersonal; decisional
C. decisional; informational
D. informational; decisional
E. decisional; interpersonal

Title: ANSWER: B REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
21. While figurehead is a type of _____ role, disturbance handler is a(n) _____ role.
A. informational; interpersonal
B. interpersonal; decisional
C. decisional; informational
D. informational; decisional
E. decisional; interpersonal

Title: ANSWER: C REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
22. While resource allocator is a type of _____ role, disseminator is a(n) _____ role.
A. informational; interpersonal
B. interpersonal; decisional
C. decisional; informational
D. informational; decisional
E. decisional; interpersonal

Title: ANSWER: D REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
23. While monitor is a type of _____ role, negotiator is a(n) _____ role.
A. informational; interpersonal

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B. interpersonal; decisional
C. decisional; informational
D. informational; decisional
E. decisional; interpersonal

Title: ANSWER: E REFERENCE: The Roles Managers Play LEARNING OUTCOME: 2
24. While entrepreneur is a type of _____ role, leader is a(n) _____ role.
A. informational; interpersonal
B. interpersonal; decisional
C. decisional; informational
D. informational; decisional
E. decisional; interpersonal

Title: ANSWER: A REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
25. Which of the following describe long-range planning activity?
A. Suzie occupying an executive position at ABC Manufacturing is frequently involved in strategic planning and development.
B. As a production manager, Jason evaluates and takes corrective action concerning the allocation and use of human, financial, and material resources at SBA Systems, Inc.
C. Julie, a marketing manager at TTY Tools, continually watches for changes in the business environment and monitor business indicators such as economic indicators and business cycles.
D. As the consumer division head of JNJ Systems, Riya continually oversees the work of her subordinates.
E. As a manager at CBA Rides, Mason’s primary responsibility is to bring together the work of others both inside his work unit and out.

Title: ANSWER: B REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
26. Which of the following describe controlling activity?
A. Suzie occupying an executive position at ABC Manufacturing is frequently involved in strategic planning and development.
B. As a production manager, Jason evaluates and takes corrective action concerning the allocation and use of human, financial, and material resources at SBA Systems, Inc.
C. Julie, a marketing manager at TTY Tools, continually watches for changes in the business environment and monitor business indicators such as economic indicators and business cycles.
D. As the consumer division head of JNJ Systems, Riya continually oversees the work of her subordinates.
E. As a manager at CBA Rides, Mason’s primary responsibility is to bring together the work of others both inside his work unit and out.

Title: ANSWER: C REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
27. Which of the following describe environmental scanning activity?
A. Suzie occupying an executive position at ABC Manufacturing is frequently involved in strategic planning and development.
B. As a production manager, Jason evaluates and takes corrective action concerning the allocation and use of human, financial, and material resources at SBA Systems, Inc.
C. Julie, a marketing manager at TTY Tools, continually watches for changes in the business environment and monitor business indicators such as economic indicators and business cycles.
D. As the consumer division head of JNJ Systems, Riya continually oversees the work of her subordinates.
E. As a manager at CBA Rides, Mason’s primary responsibility is to bring together the work of others both inside his work unit and out.

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Title: ANSWER: D REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
28. Which of the following describe supervision activity?
A. Suzie occupying an executive position at ABC Manufacturing is frequently involved in strategic planning and development.
B. As a production manager, Jason evaluates and takes corrective action concerning the allocation and use of human, financial, and material resources at SBA Systems, Inc.
C. Julie, a marketing manager at TTY Tools, continually watches for changes in the business environment and monitor business indicators such as economic indicators and business cycles.
D. As the consumer division head of JNJ Systems, Riya continually oversees the work of her subordinates.
E. As a manager at CBA Rides, Mason's primary responsibility is to bring together the work of others both inside his work unit and out.

Title: ANSWER: E REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
29. Which of the following describe coordinating activity?
A. Suzie occupying an executive position at ABC Manufacturing is frequently involved in strategic planning and development.
B. As a production manager, Jason evaluates and takes corrective action concerning the allocation and use of human, financial, and material resources at SBA Systems, Inc.
C. Julie, a marketing manager at TTY Tools, continually watches for changes in the business environment and monitor business indicators such as economic indicators and business cycles.
D. As the consumer division head of JNJ Systems, Riya continually oversees the work of her subordinates.
E. As a manager at CBA Rides, Mason's primary responsibility is to bring together the work of others both inside his work unit and out.

Title: ANSWER: A REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
30. Which of the following describe customer relations and marketing activity?
A. At ABC Accounting, Inc. Margo's primary responsibility is to attract and retain new clients.
B. As a vice-president of regional engagement, Tom's primary responsibility is to cultivate and maintain contacts with representatives from various constituencies outside the company, including state and federal agencies, and local civic groups.
C. Sophia routinely uses her technical expertise to solve her company's problems, acting as an agent for organizational change and development at her organization.
D. As a production manager at Garden Tools International (GTI), Ellen frequently gets involved in planning, scheduling, and monitoring the design, development, production, and delivery of garden tools at GTI.
E. As a manager at CBA Rides, Mason's primary responsibility is to bring together the work of others both inside his work unit and out.

Title: ANSWER: B REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
31. Which of the following describe community relations activity?
A. At ABC Accounting, Inc., Margo's primary responsibility is to attract and retain new clients.
B. As a vice-president of regional engagement, Tom's primary responsibility is to cultivate and maintain contacts with representatives from various constituencies outside the company, including state and federal agencies, and local civic groups.
C. Sophia routinely uses her technical expertise to solve her company's problems, acting as an agent for organizational change and development at her organization.
D. As a production manager at Garden Tools International (GTI), Ellen frequently gets involved in planning, scheduling, and monitoring the design, development, production, and delivery of garden tools at GTI.
E. As a manager at CBA Rides, Mason's primary responsibility is to bring together the work of others both inside his work unit and out.

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Title: ANSWER: C REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
32. Which of the following describe internal consulting activity?
A. At ABC Accounting, Inc. Margo's primary responsibility is to attract and retain new clients.
B. As a vice-president of regional engagement, Tom's primary responsibility is to cultivate and maintain contacts with representatives from various constituencies outside the company, including state and federal agencies, and local civic groups.
C. Sophia routinely uses her technical expertise to solve her company's problems, acting as an agent for organizational change and development at her organization.
D. As a production manager at Garden Tools International (GTI), Ellen frequently gets involved in planning, scheduling, and monitoring the design, development, production, and delivery of garden tools at GTI.
E. As a manager at CBA Rides, Mason's primary responsibility is to bring together the work of others both inside his work unit and out.

Title: ANSWER: D REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
33. Which of the following describe monitoring products and services activity?
A. At ABC Accounting, Inc. Margo's primary responsibility is to attract and retain new clients.
B. As a vice-president of regional engagement, Tom's primary responsibility is to cultivate and maintain contacts with representatives from various constituencies outside the company, including state and federal agencies, and local civic groups.
C. Sophia routinely uses her technical expertise to solve her company's problems, acting as an agent for organizational change and development at her organization.
D. As a production manager at Garden Tools International (GTI), Ellen frequently gets involved in planning, scheduling, and monitoring the design, development, production, and delivery of garden tools at GTI.
E. As a manager at CBA Rides, Mason's primary responsibility is to bring together the work of others both inside his work unit and out.

Title: ANSWER: A REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
34. Which of the following are at the top of the hierarchy and are responsible for the entire organization, especially its strategic direction?
A. Executive managers
B. Middle managers
C. First-line managers
D. Rank-and-file employees
E. Final consumers

Title: ANSWER: C REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
35. Which of the following supervise rank-and-file employees and carry out day-to-day activities within departments?
A. Executive managers
B. Middle managers
C. First-line managers
D. Board of directors
E. Vice-presidents

Title: ANSWER: D REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
36. For managers, _____ skills refer to having the ability to use the tools, procedures, and techniques of their special areas.
A. executive

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B. human relations
C. conceptual
D. technical
E. long-range

Title: ANSWER: B REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
37. For managers, _____ skills involve the ability to work with people and understand employee motivation and group processes.
A. executive
B. human relations
C. conceptual
D. technical
E. long-range

Title: ANSWER: C REFERENCE: Major Characteristics of the Manager's Job LEARNING OUTCOME: 3
38. Which skills for managers include the ability to see the organization as a whole and to understand how various parts fit together to work as an integrated unit?
A. Working with rank-and-file employees
B. Human relations
C. Conceptual
D. Technical
E. Operational

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