Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

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Essentials Of Contemporary Management 7ce Edition by Jones Ch01

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) Effective managers continually try to improve the performance of their companies.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-01 What Is Management?
Bloom's : Understand
Difficulty : Easy

2) The social economy is made up of social enterprises, social ventures, and social purpose businesses.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-01 What Is Management?
Difficulty : Easy
Bloom's : Remember

3) Management is the planning, organizing, leading, and controlling of resources to achieve goals effectively and efficiently.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Difficulty : Easy
Bloom's : Remember
Topic : 01-02 Achieving High Performance: A Manager's Goal

4) Canada's non-profit and voluntary sector is the second largest in the world

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◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-01 What Is Management?
Difficulty : Easy
Bloom's : Remember

5) Blended value refers to the convergence of corporate profits with profits from charitable organizations.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-01 What Is Management?
Bloom's : Remember
Difficulty : Hard

6) One of the most important goals of organizations is to provide goods and services that customers value.

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Bloom's : Understand
Difficulty : Easy
Topic : 01-02 Achieving High Performance: A Manager's Goal

7) A measure of how efficiently and effectively a manager uses resources to achieve a goal or satisfy customers is known as organizational performance.

◎ true
◎ false

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Bloom's : Understand
Topic : 01-02 Achieving High Performance: A Manager's Goal
Difficulty : Medium

8) The result of low efficiency and high effectiveness might be a product that customers want, but is too expensive for them to buy.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-02 Achieving High Performance: A Manager's Goal
Difficulty : Hard
Bloom's : Analyze

9) An example of high efficiency and high effectiveness is when a manager produces a high-quality product that customers do not want to buy.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-02 Achieving High Performance: A Manager's Goal
Difficulty : Hard
Bloom's : Analyze

10) An example of high effectiveness and low efficiency is when a manager produces a product that customers want at a quality and price that they can afford.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-02 Achieving High Performance: A Manager's Goal
Difficulty : Medium
Bloom's : Analyze

11) Organizations are efficient when managers minimize the amount of input resources (such as labour, raw materials, and component parts needed to produce a given output of goods or services.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Bloom's : Understand
Difficulty : Easy
Topic : 01-02 Achieving High Performance: A Manager's Goal

12) An example of efficiency can be seen in how MacDonald's can produce twice as many French fries when they double the number of fryers per restaurant.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Bloom's : Understand
Difficulty : Easy
Topic : 01-02 Achieving High Performance: A Manager's Goal

13) The dynamic and complex nature of modern work means that conceptual skills are becoming obsolete.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-03 Why Study Management?

14) The four essential managerial functions are planning, organizing, selling, and controlling.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Bloom's : Remember
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-04 Managerial Tasks and Activities

15) Henri Fayol first outlined the nature of managerial tasks in *The Wealth of Nations*, published in 1916

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : Medium
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-04 Managerial Tasks and Activities

16) Planning is establishing task and authority relationships that allow people to work together to achieve organizational goals.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-05 Planning

17) The outcome of planning is the creation of an organizational structure.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-05 Planning

18) A cluster of decisions about what organizational goals to pursue, what actions to take, and how to use resources to achieve those goals is called a strategy.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-05 Planning

19) The outcome of organizing is the creation of a strategy.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-06 Organizing

20) Organizing people into departments according to the kinds of job-specific tasks they perform lays out the lines of authority and responsibility between different individuals and groups.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-06 Organizing

21) The outcome of leading is a high level of energy and enabling organizational members to achieve organizational goals.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-07 Leading

22) Leadership depends on the use of power, influence, vision, persuasion, and communication skills.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-07 Leading

23) Evaluating how well an organization is achieving its goals is known as strategizing.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-08 Controlling

24) Controlling involves evaluating how well the organization is achieving its goals and acting to maintain or improve performance if standards are not being met.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-08 Controlling

25) The outcome of the control process is the ability to measure performance accurately and regulate efficiency and effectiveness.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-08 Controlling

26) Typically, middle managers report to secondary managers, and secondary managers report to executive managers.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-09 Types and Levels of Managers

27) All large organizations are structured with four distinct levels of management.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Bloom's : Remember
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

28) First-line managers are responsible for the daily supervision of nonmanagerial employees.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Bloom's : Remember
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

29) The head nurse in the paediatric department of a hospital would be classified as a first-line manager.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

30) Middle managers supervise the first-line managers and report to top management.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

31) Middle managers are responsible for organizing the resources of the organization to best carry out its goals.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

32) The principal of a primary school is an example of a middle manager.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

33) The chief mechanic overseeing a crew of mechanics in the service department of a new car dealership would be classified as a middle manager.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

34) Middle managers are responsible for finding the best way to use resources to achieve organizational objectives.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

35) Top managers are responsible for their own individual departments.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

36) A top management team may include the CEO, the president, department heads, and first-line managers.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

37) Top managers devote most of their time to leading and controlling.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

38) Top managers devote most of their time to planning and organizing.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

39) First-line managers spend more time planning than leading.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

40) Middle managers spend most of their time planning, organizing, and leading.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

41) The type of organizational culture determines how planning, organizing, leading, and controlling can best be done to create goods and services.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-20 Managers and Organizational Culture

42) Values, attitudes, and moods and emotions capture how managers experience their jobs as individuals.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-14 The Impact of Values and Attitudes on Organizational Culture and Managerial Behaviour

43) A terminal value is a lifelong goal or objective that an individual seeks to achieve.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-19 How Values and Attitudes Affect Managerial Behaviour

44) An instrumental value is a mode of conduct that an individual seeks to follow.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-19 How Values and Attitudes Affect Managerial Behaviour

45) An attitude is a collection of feelings and beliefs.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Bloom's : Remember
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-19 How Values and Attitudes Affect Managerial Behaviour

46) Job satisfaction is the collection of feelings and beliefs that managers have about their current jobs.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-19 How Values and Attitudes Affect Managerial Behaviour

47) Organizational citizenship behaviours (OCBs)-behaviours are required of organizational members and contribute to and are necessary for organizational efficiency, effectiveness, and competitive advantage.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Bloom's : Remember
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-19 How Values and Attitudes Affect Managerial Behaviour

48) Emotions are a feeling or state of mind.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Bloom's : Remember
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-14 The Impact of Values and Attitudes on Organizational Culture and Managerial Behaviour

49) Emotional intelligence is the ability to understand and manage one's own moods and emotions and the moods and emotions of other people.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-19 How Values and Attitudes Affect Managerial Behaviour

50) The attraction-selection-attrition (ASA) framework posits that when founders hire employees for their new ventures, they tend to be attracted to and choose employees whose personalities are dissimilar to their own.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Hard
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-20 Managers and Organizational Culture

51) The most common rites that organizations use to transmit cultural norms and values to their members are rites of passage, of integration, and of enhancement.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Bloom's : Remember
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-20 Managers and Organizational Culture

52) Culture influences how managers perform their four main functions: planning, organizing, leading, and controlling.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-20 Managers and Organizational Culture

53) Stories and language play a very small role in organizational culture.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-20 Managers and Organizational Culture

54) Frederick Taylor detailed ten specific roles that managers undertake.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : Easy
Bloom's : Remember
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

55) Henry Mintzberg grouped ten managerial roles into three broad categories: interpersonal, informational, and decisional.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

56) In the role of spokesperson, a manager transmits information to other members of the organization to influence their work attitudes.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

57) The four roles that managers play when they are making decisions are entrepreneur, disturbance handler, resource allocator, and figurehead.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

58) When a manager cuts the ribbon at the ceremony of the opening of the new facility, the manager is acting as a figurehead.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

59) Creating an alliance with a firm that supplies the company with raw materials is an example of the liaison managerial role.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

60) The CEO of KLB Communications Inc. holds a staff meeting to share information about a new business strategy. The CEO is acting in the role of resource allocator.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

61) When the vice-president approves the budget of a middle manager's department, the VP is acting as a disseminator.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

62) When the CEO of a large company decides to expand internationally, they are acting in the role of an entrepreneur.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

63) A middle manager who halts all operations to deal with a plumbing problem in the factory is acting as a disturbance handler.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

64) Delegative, interpersonal, technical, and strategic skills are the principal types of skills managers need to successfully perform their roles.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

65) Interpersonal skills are demonstrated by the ability to analyze and diagnose a situation.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

66) Technical skills are most utilized by top managers.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

67) First-line managers use mostly interpersonal and technical skills.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

68) Technical skills are demonstrated by the ability to analyze and diagnose a situation.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

69) To develop conceptual skills, leaders need to know how to deliver commands to their subordinates.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

70) Formal education and training are very important in helping managers develop conceptual skills.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

71) Conceptual skills are used primarily by top managers in planning and organizing.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

72) Personality traits are enduring characteristic that influence how people think, feel and behave.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-15 Personality Traits

73) How managers react to different conditions has nothing to do with their personalities.

- ◎ true
- ◎ false

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-15 Personality Traits

74) The Big Five Personality traits consist of extraversion, negative affectivity, agreeableness, conscientiousness, and openness to experience.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-16 The Big Five Personality Traits

75) People who follow a schedule score high on the Agreeableness trait in the Big Five Personality model.

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Hard
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-16 The Big Five Personality Traits

76) People with anexternallocusofcontrol tend not to intervene to try to change a situation or solve a problem, leaving it to someone else.

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-17 Other Personality Traits That Affect Managerial Behaviour

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

77) Henry Mintzberg grouped _____ roles into _____ broad categories.

A) 12, 4
B) 10, 3
C) 7, 3
D) 12, 3
E) 10, 12

Question Details
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

78) Which of the following contribute to organizational culture?

A) Socialization
B) Stories and language
C) Ceremonies and rites
D) Values of the founder
E) All of the choices are correct

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-21 The Role of Values and Norms in Organizational Culture

79) A top manager in a conservative organizational culture is likely to emphasize which of the following?

A) Organic, flat structure
B) Formal top-down planning
C) Decentralized control
D) Empowerment of lower level managers
E) Encourage risk taking

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-22 Organizational Culture and Managerial Action
Bloom's : Evaluate

80) Middle managers spend the least amount of time on:

A) planning
B) organizing
C) directing
D) leading
E) controlling

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

81) First-line managers spend most of their time performing which of the managerial functions?

A) Planning
B) Organizing
C) Directing
D) Leading
E) Controlling

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

82) To attract new customers, McDonald's decided to add breakfast to its menu. This was an attempt to improve the organization's:

A) efficiency
B) planning
C) effectiveness
D) strategy
E) objectives

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-02 Achieving High Performance: A Manager's Goal
Difficulty : Medium
Bloom's : Analyze

83) The ability to understand and manage one's own moods and emotions and the moods and emotions of other people is known as:

A) leadership
B) terminal valuation
C) emotion
D) instrumental values
E) emotional intelligence

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-19 How Values and Attitudes Affect Managerial Behaviour

84) When founders hire employees for their new ventures, they tend to be attracted to and choose employees whose personalities are like their own. This is known as:

A) The reverse leadership doctrine
B) Attraction-selection-attrition (ASA) framework
C) Emotional intelligence
D) Organizational citizenship behaviours
E) Corporate social responsibility

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Hard
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-19 How Values and Attitudes Affect Managerial Behaviour

85) The outcome of organizing is:

A) the creation of an organizational structure
B) strategy
C) empowerment
D) controlling
E) demonstrating

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-06 Organizing

86) Which of the following is not a responsibility of top managers?

A) Train new employees
B) Develop the organizational vision
C) Establish organizational goals
D) Decide how different departments should interact
E) Monitor how well middle managers are using resources to achieve goals

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management
Bloom's : Evaluate

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87) A manager who cuts the ribbon at the opening of a new corporate headquarters in Vancouver is performing which role in the organization?

A) Liaison
B) Leader
C) Figurehead
D) Disseminator
E) Spokesperson

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Bloom's : Analyze
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

88) Which level of manager's role changed significantly with Working from Home during the COVID-19 pandemic?

A) Top managers
B) Middle managers
C) First-line managers
D) Supervisors
E) Assistant Managers

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Topic : 01-09 Types and Levels of Managers
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p

89) Which managers utilize conceptual skills the most?

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A) Top managers
B) Middle managers
C) First-line managers
D) Supervisors
E) Hourly workers

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

90) Which set of skills became extremely important for managers to master when offices closed during the COVID-19 pandemic?

A) interpersonal
B) conceptual
C) technical
D) negotiating
E) organizing

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

91) Company XYZ, Ltd. produces a low-quality product, which customers did not purchase. This is an example of:

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A) low costs/high effectiveness
B) low efficiency/low effectiveness
C) high efficiency/high inputs
D) high efficiency/low effectiveness
E) high inputs/low outputs

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-02 Achieving High Performance: A Manager's Goal
Difficulty : Hard
Bloom's : Evaluate

92) The manager decided to produce a high-quality product, which ultimately made good use of the organization's resources; however, the product did not sell well. This is an example of:

A) low costs/high effectiveness
B) low efficiency/low effectiveness
C) high efficiency/high inputs
D) high efficiency/low effectiveness
E) high inputs/low outputs

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-02 Achieving High Performance: A Manager's Goal
Difficulty : Hard
Bloom's : Evaluate

93) A manager who chooses the right goals to pursue but does a poor job of using resources to achieve these goals is said to have:

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A) low efficiency/high effectiveness
B) low inputs/high effectiveness
C) high efficiency/high inputs
D) high efficiency/low effectiveness
E) high inputs/low outputs

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-02 Achieving High Performance: A Manager's Goal
Difficulty : Hard
Bloom's : Evaluate

94) A manager who considers being _____ to be of paramount importance may be a driving force for taking steps to ensure that all members of a unit or organization behave ethically.

A) ambitious, hardworking, and aspiring
B) imaginative, daring, and creative
C) honest, sincere, and truthful
D) self-controlled, restrained, and self-disciplined
E) broad-minded and open-minded

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-15 Personality Traits
Bloom's : Evaluate

95) Behaviours that are not required of organizational members but that contribute to and are necessary for organizational efficiency, effectiveness, and competitive advantage are known as:

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A) instrumental values
B) Organizational Citizenship Behaviours (OCBs)
C) job satisfaction
D) attitudes
E) norms

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Hard
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-16 The Big Five Personality Traits

96) When the president of McDonald's informs the local community about the organization's future investments in the economy, in which role is he primarily acting?

A) Spokesperson
B) Disseminator
C) Leader
D) Liaison
E) Entrepreneur

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Bloom's : Analyze
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

97) Which role is the president of the company performing when they communicate the organization's vision to employees?

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A) Spokesperson
B) Disseminator
C) Leader
D) Liaison
E) Entrepreneur

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Bloom's : Analyze
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

98) The five-step process used to identify and select appropriate goals and courses of action is known as:

A) planning
B) organizing
C) leading
D) controlling
E) empowering

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-05 Planning

99) The process used to establish a structure of workplace relationships that allows organizational members to work together to achieve organizational goals is known as:

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

A) planning
B) organizing
C) leading
D) controlling
E) strategizing

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-06 Organizing

100) When managers articulate a clear vision to energize and enable members to understand the part they play in achieving organizational goals, it is known as:

A) planning
B) empowering
C) leading
D) organizing
E) controlling

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-07 Leading

101) The process of evaluating how well an organization is achieving its goals and acting to maintain or improve its performance when standards are not met is known as:

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

A) planning
B) empowering
C) leading
D) organizing
E) controlling

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-08 Controlling

102) When the president of Walmart decided to expand into Canada, the president was acting in which type of role?

A) Entrepreneur
B) Negotiator
C) Liaison
D) Disturbance handler
E) Spokesperson

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Bloom's : Analyze
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

103) Following his decision to expand into Canada, the president of Walmart delivered a speech to the Canadian Chamber of Commerce to inform Canadian business people about the organization's future intentions. The president was acting in which type of role?

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A) Entrepreneur
B) Negotiator
C) Liaison
D) Disturbance handler
E) Spokesperson

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Bloom's : Analyze
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

104) All of the following roles fit into the broad category of "decisional," except:

A) Entrepreneur
B) Disturbance handler
C) Liaison
D) Resource allocator
E) Negotiator

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Bloom's : Analyze
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

105) A middle manager that halts all operations in a factory to deal with a plumbing problem is acting as a(n):

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A) Entrepreneur
B) Disturbance handler
C) Liaison
D) Resource allocator
E) Negotiator

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Bloom's : Analyze
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

106) A manager who chooses inappropriate goals, but makes good use of resources to pursue these goals is said to have:

A) low inputs/high outputs
B) high efficiency/low effectiveness
C) low efficiency/low effectiveness
D) high efficiency/high effectiveness
E) high inputs/low outputs

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-02 Achieving High Performance: A Manager's Goal
Difficulty : Hard
Bloom's : Evaluate

107) Top managers spend the largest amount of their time on which of the following tasks?

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A) Planning and organizing
B) Organizing and controlling
C) Leading and controlling
D) Controlling and planning
E) Facilitating and leading

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

108) First-line managers spend the largest amount of their time on which of the following tasks?

A) Planning and organizing
B) Organizing and controlling
C) Leading and controlling
D) Controlling and planning
E) Facilitating and leading

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

109) Which level of manager focuses on the specific activities involved in the day-to-day production of goods and services?

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

A) CEO
B) Top managers
C) Middle managers
D) First-line managers
E) Executive managers

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

110) Which level of manager is responsible for the effective management of organizational resources?

A) CEO
B) Top managers
C) Middle managers
D) First-line managers
E) Executive managers

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

111) Which level of manager would decide how employees should be organized to allow for the best use of resources?

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

A) CEO
B) Top managers
C) Middle managers
D) First-line managers
E) Executive managers

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

112) Which level of manager has cross-departmental responsibilities?

A) Department heads
B) Top managers
C) Middle managers
D) First-line managers
E) Executive managers

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

113) A measure of the appropriateness of the goals an organization is pursuing and the degree to which the organization achieves them, is known as:

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

A) efficiency
B) effectiveness
C) organizational performance
D) strategy
E) planning

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Bloom's : Understand
Difficulty : Easy
Topic : 01-02 Achieving High Performance: A Manager's Goal

114) When the Co-CEO of Netflix set the goal to increase the number of subscribers, it was an example of:

A) strategizing
B) empowering
C) organizing
D) motivating
E) structuring

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Bloom's : Analyze
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-05 Planning

115) When the vice-president of finance compares the current financial statement to the budget, in which function are they engaged?

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A) Controlling
B) Planning
C) Organizing
D) Leading
E) Motivating

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Bloom's : Analyze
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-08 Controlling

116) When the vice-president of sales establishes a formal system of task and reporting relationships within their department, in which function are they engaged?

A) Controlling
B) Planning
C) Organizing
D) Leading
E) Motivating

Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Bloom's : Analyze
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-06 Organizing

117) Top managers spend most of their time on:

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

A) leading and controlling
B) planning and organizing
C) organizing and controlling
D) planning and leading
E) leading and organizing

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

118) The four essential managerial functions are:

A) planning, organizing, leading, and controlling
B) planning, organizing, demonstrating, and controlling
C) planning, strategizing, demonstrating, and controlling
D) planning, empowering, organizing, and controlling
E) planning, leading, controlling, and empowering

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-04 Managerial Tasks and Activities

119) All of the following are examples of a resource, except:

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

A) people
B) machinery
C) raw material
D) interpersonal skills
E) delegation

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-01 What Is Management?
Difficulty : Easy
Bloom's : Remember

120) Which of the following help new employees learn the values, norms, and culture of the organization?

A) Rites of passage and integration
B) Material symbols
C) Rites of enhancement
D) Stories and language
E) All of these choices are correct

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-21 The Role of Values and Norms in Organizational Culture

121) Collections of people who work together and coordinate their actions to achieve goals are known as:

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

A) organizations
B) managers
C) roles
D) management
E) empowerment

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-01 What Is Management?
Bloom's : Understand
Difficulty : Easy

122) _____ are responsible for supervising the use of resources in an organization to ensure that goals are achieved.

A) Controllers
B) Employees
C) Self-managed teams
D) Managers
E) Strategists

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-01 What Is Management?
Bloom's : Understand
Difficulty : Easy

123) Which type of organization relies mainly on donations?

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A) Traditional business
B) Social purpose business and social ventures
C) Social enterprises
D) Charities
E) Financial institutions

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-01 What Is Management?
Bloom's : Understand
Difficulty : Medium

124) Which type of managers would require the least technical skills?

A) Middle managers
B) First-line managers
C) Supervisors
D) Hourly workers
E) Top managers

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

125) When the top manager empathizes with his employees, he is demonstrating that he possesses _____ skills.

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A) interpersonal
B) conceptual
C) technical
D) negotiating
E) organizing

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Hard
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

126) The ability to analyze and diagnose a situation and to distinguish between cause and effect is known as:

A) interpersonal skills
B) conceptual skills
C) technical skills
D) negotiating skills
E) organizing skills

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

127) The ability to understand, alter, lead, and control the behaviour of other individuals is known as:

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A) interpersonal skills
B) conceptual skills
C) technical skills
D) negotiating skills
E) organizing skills

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

128) An analyst who prepares the cash forecast for the department using Microsoft Excel is exemplifying:

A) interpersonal skills
B) abstract skills
C) technical skills
D) negotiating skills

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

129) _____ are the job-specific knowledge and techniques that are required to perform an organizational role.

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A) Interpersonal skills
B) Conceptual skills
C) Technical skills
D) Negotiating skills
E) Organizing skills

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

130) A top management team may be composed of all but which of the following managers?

A) CEO
B) President
C) Vice-president(s)
D) Heads of departments
E) Supervisors

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management

131) Enduring characteristics that influence how people think, feel, and behave both on and off the job are known as:

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

A) Terminal values
B) Corporate culture
C) Instrumental values
D) Personality traits
E) Ego

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-15 Personality Traits

132) Which of the following is not one of the Big Five Personality traits?

A) Openness to experience
B) Negative affectivity
C) Extroversion
D) Introversion
E) Agreeableness

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-16 The Big Five Personality Traits

133) People who follow a schedule score high on which of the Big Five Personality traits?

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A) Openness to experience
B) Negative affectivity
C) Extroversion
D) Conscientiousness
E) Agreeableness

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Hard
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-16 The Big Five Personality Traits

134) Managers who are high on this trait continuum may be especially likely to take risks and be innovative in their planning and decision making.

A) Openness to experience
B) Negative affectivity
C) Extroversion
D) Conscientiousness
E) Agreeableness

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-16 The Big Five Personality Traits

135) People who tend not to intervene to try to change a situation or solve a problem, have which type of personality trait?

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A) Introvert
B) Conscientiousness
C) Agreeableness
D) Internal locus of control
E) External locus of control

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-17 Other Personality Traits That Affect Managerial Behaviour

136) High negative affectivity refers to:

A) People who believe their own actions do not make much of a difference in what happens in their lives.
B) People who believe their own actions do make a difference in what happens in their lives.
C) People who are less prone to take risks and more conservative in their planning and decision making.
D) People who tend to be less inclined toward social interactions and experience more positive energy from within.
E) People who often feel angry and dissatisfied and complain about their own and others' lack of progress.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-16 The Big Five Personality Traits
Topic : 01-17 Other Personality Traits That Affect Managerial Behaviour

137) Low extroversion refers to:

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

A) People who believe their own actions do not make much of a difference in what happens in their lives.

B) People who believe their own actions do make a difference in what happens in their lives.

C) People who are less prone to take risks and more conservative in their planning and decision making.

D) People who tend to be less inclined toward social interactions and experience more positive energy from within.

E) People who often feel angry and dissatisfied and complain about their own and others' lack of progress.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-16 The Big Five Personality Traits
Topic : 01-17 Other Personality Traits That Affect Managerial Behaviour

138) Low openness to experience refers to:

A) People who believe their own actions do not make much of a difference in what happens in their lives.

B) People who believe their own actions do make a difference in what happens in their lives.

C) People who are less prone to take risks and more conservative in their planning and decision making.

D) People who tend to be less inclined toward social interactions and experience more positive energy from within.

E) People who often feel angry and dissatisfied and complain about their own and others' lack of progress.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-16 The Big Five Personality Traits
Topic : 01-17 Other Personality Traits That Affect Managerial Behaviour

139) Managers tend to be low on this personality dimension:

A) Need for Power
B) Need for Achievement
C) Need for Affiliation
D) Self Esteem
E) DiSC

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-17 Other Personality Traits That Affect Managerial Behaviour

140) DiSC refers to:

A) Dominance, influence, steadiness, and conscientiousness
B) Dominance, introversion, stoicism, and control
C) Dependence, introversion, steadiness and conscientiousness
D) Dominance, introversion, steadiness, and conscientiousness
E) Dependence, influence, steadiness, and conscientiousness

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Essentials Of Contemporary Management 7ce Edition by Jones Ch01

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-17 Other Personality Traits That Affect Managerial Behaviour

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

141) In what ways can managers at each of the three levels of management contribute to organizational efficiency and effectiveness?

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-02 Achieving High Performance: A Manager's Goal
Difficulty : Medium
Topic : 01-10 Levels of Management
Bloom's : Evaluate

142) Discuss how managers affect organizational performance. Give an example of your choosing to illustrate.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Bloom's : Understand
Topic : 01-02 Achieving High Performance: A Manager's Goal
Difficulty : Medium
Bloom's : Create

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143) Identify and describe the four essential managerial functions. In your opinion, which function is the most important and why?

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-02 Distinguish among planning, organizing, leading, and controlling, and expl
Topic : 01-04 Managerial Tasks and Activities
Bloom's : Evaluate

144) Identify and discuss the primary responsibilities of the three levels of management and provide one example from a business of your choosing.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-03 Differentiate among the types and levels of management, and understand the
Topic : 01-10 Levels of Management
Bloom's : Create

145) Mintzberg described ten managerial roles that managers play within the organization. Identify these ten specific roles and give an example of each.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Bloom's : Analyze
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

146) Mintzberg grouped ten major roles that managers play into three broad categories-interpersonal, informational, and decisional. Discuss one of these categories in detail including the specific roles found in this category.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-13 Managerial Roles

147) According to the text, the utilization of conceptual, interpersonal, and technical skills depends on the manager's position in the hierarchy. Discuss.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Hard
Bloom's : Analyze
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

148) Why do effective mangers need skills to handle workplace politics?

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Question Details
Accessibility : Keyboard Navigation
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills
Bloom's : Evaluate

149) Explain the meaning of core competency.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Easy
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills

150) What does research tell us about the relationship between mood states and creativity?

Question Details
Accessibility : Keyboard Navigation
Difficulty : Hard
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-19 How Values and Attitudes Affect Managerial Behaviour
Bloom's : Evaluate

151) Identify and discuss three of the "interpersonal skills" that a good manager needs to possess. For each, give a realistic business example of how a manager could use each of these three skills.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Bloom's : Remember
Difficulty : Medium
Learning Objective : 01-04 Distinguish among the kinds of managerial skills and roles that managers p
Topic : 01-12 Managerial Skills
Bloom's : Create

152) Compare the ways that managers perform the functions of planning, organizing, leading and controlling when the managers are part of an innovative versus a conservative organizational culture. In your opinion, which type of culture would bring out the best performance of employees?

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-22 Organizational Culture and Managerial Action
Bloom's : Evaluate

153) What does Schneider's attraction-selection-attribution (ASA) framework tell us about personality and organizational culture?

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : Hard
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-20 Managers and Organizational Culture

154) Assess the impact of values and attitudes on managerial behaviour.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Hard
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-14 The Impact of Values and Attitudes on Organizational Culture and Managerial Behaviour
Bloom's : Evaluate

155) Describe the various personality traits that affect how managers think, feel and behave. Which traits do you think make for the best manager?

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : Medium
Learning Objective : 01-05 Understand how shared values, norms, and personality influence organizatio
Topic : 01-15 Personality Traits
Topic : 01-16 The Big Five Personality Traits
Topic : 01-17 Other Personality Traits That Affect Managerial Behaviour
Bloom's : Evaluate

156) What are the key differences between managers and entrepreneurs?

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Essentials Of Contemporary Management 7ce Edition by Jones Ch01

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Describe what management is, what managers do, and how managers use resour
Topic : 01-01 What Is Management?
Difficulty : Easy
Bloom's : Analyze

Essentials Of Contemporary Management (Canadian) 7th edition Jones Test Bank

Essentials Of Contemporary Management 7ce Edition by Jones Ch01
Answer Key

Test name: Ch01

1) TRUE
2) TRUE
3) TRUE
4) TRUE
5) FALSE
6) TRUE
7) TRUE
8) TRUE
9) FALSE
10) FALSE
11) TRUE
12) FALSE
13) FALSE
14) FALSE
15) FALSE
16) FALSE
17) FALSE
18) TRUE
19) FALSE
20) TRUE
21) TRUE
22) TRUE
23) FALSE
24) TRUE
25) TRUE

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26) FALSE
27) FALSE
28) TRUE
29) FALSE
30) TRUE
31) TRUE
32) TRUE
33) FALSE
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35) FALSE
36) FALSE
37) FALSE
38) TRUE
39) FALSE
40) TRUE
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52) TRUE
53) FALSE
54) FALSE
55) TRUE

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56) FALSE
57) FALSE
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59) TRUE
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62) TRUE
63) TRUE
64) FALSE
65) FALSE
66) FALSE
67) TRUE
68) FALSE
69) FALSE
70) TRUE
71) TRUE
72) TRUE
73) FALSE
74) TRUE
75) FALSE
76) FALSE
77) B
78) E
79) B
80) E
81) D
82) C
83) E
84) B
85) A

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86) A
87) C
88) B
89) A
90) A
91) B
92) D
93) A
94) C
95) B
96) A
97) B
98) A
99) B
100) C
101) E
102) A
103) E
104) C
105) B
106) B
107) A
108) C
109) D
110) C
111) C
112) B
113) B
114) A
115) A

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116) C
117) B
118) A
119) E
120) E
121) A
122) D
123) C
124) E
125) A
126) B
127) A
128) C
129) C
130) E
131) D
132) D
133) D
134) A
135) D
136) E
137) D
138) C
139) C
140) A

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141) Efficiency is a measure of how well or productively resources are used to achieve a goal.**First-linemanagers** can contribute to organizational efficiency by instituting quality control procedures. Production should be monitored to ensure that the goods and services are produced without defects to prevent wasted materials, returned merchandise, and/or unsatisfied customers. The first-line manager should be very familiar with how his or her employees complete their tasks and responsibilities, meeting with them on a regular basis to discuss alternative methods that could save time and materials.**Middlemanagers** can contribute to organizational efficiency by finding ways to help first-line manager and employees better utilize resources in order to reduce manufacturing costs or improve the way services are provided to customers. They are responsible for ensuring that employees are properly trained and are equipped with the necessary skills and have access to the most efficient technology and machinery.**Topmanagers** can contribute to organizational efficiency by ensuring that departments throughout the company are cooperating with each other in the most efficient manner. It is important for them to determine if it is more economical to provide certain resources in-house (such as marketing, legal, accounting) or to outsource these functions to external agencies.

Effectiveness is a measure of the appropriateness of the goals chosen and the degree to which they are achieved.**First-linemanagers** can contribute to organizational effectiveness by informing their employees of the expectations and goals that are set for them and discuss the best way to fulfill those goals and expectations. In addition, he or she might include the employees in setting appropriate goals that they both feel are obtainable. The first-line manager should periodically give feedback to his or her employees to let them know if they are on the right track in

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meeting preset goals and expectations.**Middlemanagers** can contribute to organizational effectiveness by evaluating whether or not the goals that an organization is pursuing are appropriate and for suggesting ways in which they could be changed.**Topmanagers** can contribute to organizational effectiveness by establishing appropriate organizational goals. They are responsible for deciding which goods and services the company should produce. In addition, they must monitor their middle managers throughout the organization to ensure that they are making the most effective use of their resources to accomplish goals.

142) Organizations exist to provide goods and services that customers' desire. Organizational performance is how efficiently and effectively managers use resources to satisfy customers and achieve organizational goals. Efficiency is a measure of how well resources are used to achieve a goal. Organizations increase their efficiency when managers reduce the amount of resources or time needed to produce a given amount of goods. A manager's responsibility is to ensure that an organization and its members perform all the activities that are needed to provide goods and services to customers as efficiently as possible. Effectiveness is a measure of the appropriateness of the goals selected by managers. Effectiveness is measured by the degree to which an organization has achieved its goals. Managers strive to make decisions that are both effective and efficient. Students examples will vary.

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143) The four functions of management are planning, organizing, leading, and controlling. Planning refers to the identification and the selection of appropriate goals and courses of action (strategy); organizing refers to the structuring of working relationships in a way that allows organizational members to work together to achieve organizational goals; leading refers to the articulation of a clear vision and the energizing and enabling of organizational members so that they understand the part they play in achieving organizational goals; and controlling refers to the evaluation of how well an organization is achieving its goals, and the engagement in actions to maintain or improve performance when standards are not met. Students may argue that planning is the most important, as all other managerial tasks flow from creating the vision, mission and strategy of the organization.

144) The three levels of management are first-line managers, middle managers, and top managers. First-line managers are responsible for the daily supervision, training and performance appraisal of nonmanagerial employees. An example could be creating the weekly work schedule or conducting a three-month performance review. Middle managers are responsible for monitoring the forces in the task environment, finding the best way to use resources to achieve organizational goals and supervise first-line managers. Examples could be conducting a performance appraisal of a first line manager or creating a departmental budget. Top managers monitor the threats and opportunities in the general environment, set the vision and mission, establish organizational goals, develop strategy to achieve the goals, decide how departments should interact, and monitor the performance of middle managers. They are accountable for the entire organization. An example could be monitoring international events that might affect the organization's supply chain. Student examples will vary.

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145) 1. Figurehead; 2. Leader; 3. Liaison; 4. Monitor; 5. Disseminator; 6. Spokesperson; 7. Entrepreneur; 8. Disturbance handler; 9. Resource allocator; and 10. Negotiator. Examples will vary. See the answer to question 146 for more detail.

146) The first broad category is interpersonal roles. Interpersonal roles are those assumed to effectively coordinate organizational employees and provide direction and supervision. As a figurehead, the manager symbolizes an organization and what it seeks to achieve. As a leader, the manager encourages subordinates to perform through his or her power obtained from formal authority and personal behaviour. In the liaison role, managers coordinate activities of people inside and outside the organization. Informational roles are the second broad category. Informational roles are associated with the tasks necessary to obtain and transmit information. As a monitor, the manager analyzes information from internal and external environments. In the disseminator role, the manager transmits information to others in the organization to influence attitudes and behaviour. In the spokesperson role, a manager promotes the organization to positively influence the way people inside and outside the organization respond to it. Decisional roles, the last broad category, are associated with the methods managers use to plan strategy and use resources. In the entrepreneurial role, the manager decides which projects to initiate and how to invest resources. As a disturbance handler, a manager handles an unexpected event that threatens the organization. As a resource allocator, the manager decides how to allocate people and resources. In the negotiator role, a manager negotiates solutions between people and groups.

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147) As managers travel up the hierarchy, they engage in more planning and organizing functions which rely heavily on conceptual skills. Middle managers tend to use interpersonal skills to a greater degree than top management because they directly supervise and motivate first line managers, and are accountable to top managers. Middle managers are primarily responsible for coordinating resources to implement goals set by top managers, i.e., organizing and therefore must possess a balance of all three sets of skills, while first line managers utilize interpersonal and technical skills (specialized job-related knowledge) when they motivate and train nonmanagerial employees.

148) Managers need to be able to manage politics effectively so that they can deal with resistance from those who disagree with their goals. Effective managers use political strategies to influence others and gain support for their goals, while overcoming resistance or opposition.

149) The term core competency is used to refer to the specific set of departmental skills, knowledge, and experience that allows one organization to outperform its competitors. In other words, departmental skills that create a core competency give an organization a competitive advantage.

150) Research suggests that under certain conditions creativity might be enhanced by positive moods, whereas under other conditions negative moods might push people to work harder to come up with truly creative ideas.
Recognizing that both mood states have the potential to contribute to creativity in different ways, recent research suggests that employees may be especially likely to be creative to the extent that they experience both mood states (at different times) on the job and to the extent that the work environment is supportive of creativity.

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151) Interpersonal skills include:

1. understand (empathizing, valuing differences, sensitivity, listening)
2. altering (influencing people to change)
3. leading (motivating, challenging)
4. controlling the behaviours or other individuals and groups. Examples will vary.

152) The way managers perform their management functions influences the kind of culture that develops in an organization. Innovative cultures give rise to participatory decision-making, while conservative cultures tend to have top-down, formal planning mechanisms; Innovative cultures yield organic flexible and flat structures while conservative tend to have a well-defined hierarchy of authority; innovative managers lead by example, while conservative managers rely on rigid MBO and constant monitoring; Innovative cultures rely on Clan control and conservative organizational cultures rely on Bureaucratic systems of control. Students may argue that it depends on the strategy of the business, as well as the technology (industrial tech in assembly line production may suit a conservative culture) and skill and motivation of employees (highly skilled employees will thrive in innovative cultures).

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153) Schneider's model posits that when founders hire employees for their new ventures, they tend to be attracted to and choose employees whose personalities are like their own. These similar employees are more likely to stay with the organization. Although employees who are dissimilar in personality might be hired, they are more likely to leave the organization over time.

As a result of these attraction, selection, and attrition processes, people in the organization tend to have similar personalities, and the typical or dominant personality profile of organizational members determines and shapes organizational culture

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154) The terminal and instrumental values that managers hold, influence the way they engage in their daily activities. Several of the terminal values seem to be especially important for managers- such as a sense of accomplishment (a lasting contribution), equality (brotherhood, equal opportunity for all), and self-respect (self-esteem). A manager who thinks a sense of accomplishment is of paramount importance might focus on making a lasting contribution to an organization by developing a new product that can save or prolong lives, as is true of managers at MaRS (an innovation hub that's dedicated to making our work and learning, health, and energy systems more receptive to innovative new ideas, products, and companies), or by mentoring a new start-up. A manager who places equality at the top of his or her list of terminal values may be at the forefront of an organization's efforts to support, provide equal opportunities to, and capitalize on the many talents of an increasingly diverse workforce.

Other values are likely to be considered important by many managers, such as a comfortable life (a prosperous life), an exciting life (a stimulating, active life), freedom (independence, free choice), and social recognition (respect, admiration). The relative importance that managers place on each terminal value helps explain what they are striving to achieve in their organizations and what they will focus their efforts on. Several of the instrumental values listed in Figure 1.6 seem to be important modes of conduct for managers, such as being ambitious (hardworking, aspiring), broad-minded (open-minded), capable (competent, effective), responsible (dependable, reliable), and self-controlled (restrained, self-disciplined). Moreover, the relative importance a manager places on these and other instrumental values may be a significant determinant of actual behaviours on the job. A manager who considers being imaginative (daring, creative) to be highly important, for example, is more likely to be innovative and take risks

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than is a manager who considers this to be less important (all else being equal). A manager who considers being honest (sincere, truthful) to be of paramount importance may be a driving force for taking steps to ensure that all members of a unit or organization behave ethically.

All in all, managers' value systems signify what managers as individuals are trying to accomplish and become in their personal lives and at work. Thus, managers' value systems are fundamental guides to their behaviour and efforts at planning, leading, organizing, and controlling.

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155) Personality traits are enduring tendencies to feel, think, and act in certain ways. It is important to understand the personalities of managers because their personalities influence their behaviour and their approach to managing people and resources.

A. The Big Five Personality Traits

The Big Five is a group of five general traits that contribute to the composition of an individual's personality. Each should be evaluated along a continuum.

1. Extraversion is the tendency to experience positive emotions and moods and feel good about oneself and the rest of the world. Being high on this trait can be an asset for managers whose jobs entail an especially high level of social interaction. Those low on this factor can be highly effective if excessive social interaction is not required by their job.

2. Negative Affectivity is the tendency to experience negative emotions and moods, feel distressed, and be critical of others. Managers high on this trait may often feel angry and dissatisfied and complain about their own and others' lack of progress. Those who are low on negative affectivity do not tend to experience many negative emotions and are less pessimistic and critical of themselves and others.

3. Agreeableness is the tendency to get along well with others. Managers high on this continuum are likeable, tend to be affectionate, and care about other people. Those who are low may be somewhat distrustful of others, unsympathetic, uncooperative, and even at times antagonistic.

4. Conscientiousness is the tendency to be careful, scrupulous, and persevering. Managers who are high on this factor are organized and

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self-disciplined while those who are low may seem to lack self-direction and self-discipline.

5. Openness to experience is the tendency to be original, have broad interests, be open to a wide range of stimuli, be daring, and take risks. Those high on this trait continuum like to take risks and sometimes

choose to become an entrepreneur, while those low on this scale tend to be more conservative in their planning and decision-making.

B. Other Personality Traits that Affect Managerial Behaviour

1. The locus of control trait captures an individual's beliefs concerning the amount of control they have over what happens to and around them.

a. People with an internal locus of control believe that they are responsible for their own fate and see their own actions and behaviours as being important and decisive determinants of future outcomes.

b. People with an external locus of control believe that outside forces are responsible for what happens to and around them and that their own actions don't make much of a difference.

2. Self-esteem is the degree to which individuals feel good about themselves and their capabilities.

3. Needs for achievement, affiliation and power have been extensively researched by psychologist David McClelland.

a. The need for achievement is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence.

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b. The need for affiliation is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked and getting along with other people.

c. The need for power is the extent to which an individual desires to control or influence others.

Students will argue that extroversion, internal locus of control and the need for achievement are essential to managers who deal with people, while the need for affiliation, agreeableness, negative affectivity and low self-esteem may be detrimental to one's success as a manager.

156) Managers perform all the management functions of planning, organizing, leading and controlling, whereas entrepreneurs identify an unmet customer need and find resources to create or improve a product or service to meet that need. Entrepreneurs frequently have difficulty with handling company growth and day to day management and hire managers to ensure the organization runs smoothly.

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