Essentials of Contemporary Management (Canadian) 8th edition Jones Test Bank

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Chapter 01 Test Bank

CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

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

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

3) Management is the process of planning, organizing, leading, and controlling of resources to achieve goals effectively and efficiently.
   - ◎ true
   - ◎ false

4) Blended value refers to the convergence of corporate profits with profits from charitable organizations.
   - ◎ true
   - ◎ false

5) One of the most important goals of organizations is to provide goods and services that customers value.
   - ◎ true
   - ◎ false

6) 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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7) 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

8) 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

9) 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

10) 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

11) 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

12) The dynamic and complex nature of modern work means that conceptual skills are becoming obsolete.
   - ◎ true
   - ◎ false

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13) The four essential managerial functions are planning, organizing, selling, and controlling.
- ◎ true
- ◎ false

14) Planning is establishing task and authority relationships that allow people to work together to achieve organizational goals.
- ◎ true
- ◎ false

15) The outcome of planning is the creation of an organizational structure.
- ◎ true
- ◎ false

16) 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

17) The outcome of organizing is the creation of a strategy.
- ◎ true
- ◎ false

18) 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

19) The outcome of leading is a high level of energy and enabling organizational members to achieve organizational goals.
- ◎ true
- ◎ false

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20) Leadership depends on the use of power, influence, vision, persuasion, and communication skills.
- ◎ true
- ◎ false

21) Evaluating how well an organization is achieving its goals is known as strategizing.
- ◎ true
- ◎ false

22) 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

23) The outcome of the control process is the ability to measure performance accurately and regulate efficiency and effectiveness.
- ◎ true
- ◎ false

24) Typically, middle managers report to secondary managers, and secondary managers report to executive managers.
- ◎ true
- ◎ false

25) All large organizations are structured with four distinct levels of management.
- ◎ true
- ◎ false

26) First-line managers are responsible for the daily supervision of nonmanagerial employees.
- ◎ true
- ◎ false

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

28) Middle managers supervise the first-line managers and report to top management.
- ◎ true
- ◎ false

29) Middle managers are responsible for organizing the resources of the organization to best carry out its goals.
- ◎ true
- ◎ false

30) The principal of an elementary school is an example of a middle manager.
- ◎ true
- ◎ false

31) 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

32) Middle managers are responsible for finding the best way to use resources to achieve organizational objectives.
- ◎ true
- ◎ false

33) Top managers are responsible for their own individual departments.
- ◎ true
- ◎ false

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34) A top management team may include the CEO, the president, department heads, and first-line managers.
- ◎ true
- ◎ false

35) Top managers devote most of their time to leading and controlling.
- ◎ true
- ◎ false

36) Top managers devote most of their time to planning and organizing.
- ◎ true
- ◎ false

37) First-line managers spend more time planning than leading.
- ◎ true
- ◎ false

38) Middle managers spend most of their time planning, organizing, and leading.
- ◎ true
- ◎ false

39) The type of organizational culture determines how planning, organizing, leading, and controlling can best be done to create goods and services.
- ◎ true
- ◎ false

40) Values, attitudes, and moods and emotions capture how managers experience their jobs as individuals.
- ◎ true
- ◎ false

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41) A terminal value is a lifelong goal or objective that an individual seeks to achieve.
- ◎ true
- ◎ false

42) An instrumental value is a mode of conduct that an individual seeks to follow.
- ◎ true
- ◎ false

43) An attitude is a collection of feelings and beliefs.
- ◎ true
- ◎ false

44) Job satisfaction is a reflection of the attitudes and beliefs that managers hold toward their current jobs.
- ◎ true
- ◎ false

45) 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

46) Emotions are a feeling or state of mind.
- ◎ true
- ◎ false

47) 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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48) 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

49) 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

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

- ◎ true
- ◎ false

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

- ◎ true
- ◎ false

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

- ◎ true
- ◎ false

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

- ◎ true
- ◎ false

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

- ◎ true
- ◎ false

55) 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

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

- ◎ true
- ◎ false

57) 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

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

- ◎ true
- ◎ false

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

- ◎ true
- ◎ false

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60) A middle manager who halts all operations to deal with a plumbing problem in the factory is acting as a disturbance handler.
- ◎ true
- ◎ false

61) Delegative, interpersonal, technical, and strategic skills are the principal types of skills managers need to successfully perform their roles.
- ◎ true
- ◎ false

62) Interpersonal skills are demonstrated by the ability to analyze and diagnose a situation.
- ◎ true
- ◎ false

63) Technical skills are most utilized by top managers.
- ◎ true
- ◎ false

64) First-line managers use mostly interpersonal and technical skills.
- ◎ true
- ◎ false

65) Technical skills are demonstrated by the ability to analyze and diagnose a situation.
- ◎ true
- ◎ false

66) To develop conceptual skills, leaders need to know how to deliver commands to their subordinates.
- ◎ true
- ◎ false

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67) Formal education and training are very important in helping managers develop conceptual skills.
- ◎ true
- ◎ false

68) Conceptual skills are used primarily by top managers in planning and organizing.
- ◎ true
- ◎ false

69) Personality traits are enduring characteristic that influence how people think, feel and behave.
- ◎ true
- ◎ false

70) How managers react to different conditions has nothing to do with their personalities.
- ◎ true
- ◎ false

71) The Big Five Personality traits consist of extraversion, negative affectivity, agreeableness, conscientiousness, and openness to experience.
- ◎ true
- ◎ false

72) People who follow a schedule score high on the Agreeableness trait in the Big Five Personality model.
- ◎ true
- ◎ false

73) 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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Chapter 01 Test Bank

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

74) 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

75) 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

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

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

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

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

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78) 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

79) 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

80) 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

81) The outcome of organizing is:
A) the creation of an organizational structure
B) strategy
C) empowerment
D) controlling
E) demonstrating

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82) 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

83) 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

84) 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

85) Which managers utilize conceptual skills the most?
- A) Top managers
- B) Middle managers
- C) First-line managers
- D) Supervisors
- E) Hourly workers

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86) Company XYZ, Ltd. produces a low-quality product, which customers did not purchase. 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

87) 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

88) 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:
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

89) 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

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90) After finishing his tasks early, Steve volunteers to help another team finish up their tasks, thereby ensuring the clients' demands are met on time. Steve's approach best reflects which principle in action?
A) instrumental values
B) Organizational Citizenship Behaviours (OCBs)
C) job satisfaction
D) attitudes
E) norms

91) 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

92) Which role is the president of the company performing when they communicate the organization's vision to employees?
A) Spokesperson
B) Disseminator
C) Leader
D) Liaison
E) Entrepreneur

93) The 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

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94) The process used to establish a structure of workplace relationships that allows organizational members to work together to achieve organizational goals is known as:
A) planning
B) organizing
C) leading
D) controlling
E) strategizing

95) When managers articulate a clear vision to energize and enable members to understand the part they play in achieving organizational goals, this process is known as:
A) planning
B) empowering
C) leading
D) organizing
E) controlling

96) 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:
A) planning
B) empowering
C) leading
D) organizing
E) controlling

97) 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

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98) 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?
A) Entrepreneur
B) Negotiator
C) Liaison
D) Disturbance handler
E) Spokesperson

99) A middle manager that halts all operations in a factory to deal with a plumbing problem is acting as a(n):
A) Entrepreneur
B) Disturbance handler
C) Liaison
D) Resource allocator
E) Negotiator

100) 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

101) Top 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

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102) 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

103) Which level of manager focuses on the specific activities involved in the day-to-day production of goods and services?
A) CEO
B) Top managers
C) Middle managers
D) First-line managers
E) Executive managers

104) 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

105) Which level of manager would decide how employees should be organized to allow for the best use of resources?
A) CEO
B) Top managers
C) Middle managers
D) First-line managers
E) Executive managers

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106) At the beginning of the year, the CEO of ABC corporation set a goal to expand market share by 20%. By the end of the year, he was pleased to report that this goal had been achieved. This example illustrates which principle in action?

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

107) 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

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

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

109) 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

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110) Top managers spend most of their time on:
A) leading and controlling
B) planning and organizing
C) organizing and controlling
D) planning and leading
E) leading and organizing

111) 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

112) All of the following are examples of a resource, except:
A) people
B) machinery
C) raw material
D) interpersonal skills
E) delegation

113) 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

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114) Collections of people who work together and coordinate their actions to achieve goals are known as:
A) organizations
B) managers
C) roles
D) management
E) empowerment

115) _____ 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

116) Which type of organization relies mainly on donations?
A) Traditional business
B) Social purpose business and social ventures
C) Social enterprises
D) Charities
E) Financial institutions

117) 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

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118) When a customer service manager observes a new employee struggling to remember a product code and very quickly provides them with the code without drawing attention to the fact, that manager is demonstrating which skillset?
A) interpersonal
B) conceptual
C) technical
D) negotiating
E) organizing

119) 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

120) The ability to understand, empathize with, and successfully relate to employees at every level reflects a manager's degree of:
A) interpersonal skill
B) conceptual skill
C) technical skill
D) negotiating skill
E) organizing skill

121) 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

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122) _____ are the job-specific knowledge and techniques that are required to perform an organizational role.
A) Interpersonal skills
B) Conceptual skills
C) Technical skills
D) Negotiating skills
E) Organizing skills

123) 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

124) Enduring characteristics that influence how people think, feel, and behave both on and off the job are known as:
A) Terminal values
B) Corporate culture
C) Instrumental values
D) Personality traits
E) Ego

125) People who persist in overcoming obstacles in the process of pursuing a goal are exhibiting which of the following Big Five Personality Traits?
A) Openness to experience
B) Negative affectivity
C) Extroversion
D) Conscientiousness
E) Agreeableness

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126) Managers who are high on this trait continuum are more likely to invite new ways of doing things, while remaining receptive to others' ideas.
A) Openness to experience
B) Negative affectivity
C) Extroversion
D) Conscientiousness
E) Agreeableness

127) People who tend not to take ownership of their outcomes, while blaming outside circumstances for results achieved, are exhibiting which personality trait?
A) Introvert
B) Conscientiousness
C) Agreeableness
D) Internal locus of control
E) External locus of control

128) High negative affectivity is reflected in which of the following situations?
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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129) Low extroversion is reflected in which of the following situations?
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.

130) Low openness to experience is reflected in which of the following situations?
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.

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

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

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132) Identify and discuss one way a manager can affect organizational performance. Drawing upon your own experience, provide an example which illustrates your suggestion in action.

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

134) Identify and discuss the primary responsibilities of the three levels of management. For each responsibility/level identified, provide one example of what this may look like in action (within an organization of your choosing).

135) 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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136) 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.

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

138) Why do effective mangers need skills to handle Provide one practical example of how a manager may engage in workplace politics.?

139) 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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140) 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. Drawing upon your own experience, which type of culture would bring out the best performance of employees? What does your example teach about the role of organizational culture in performing the four functions of management?

141) Drawing upon an organization with which you are famliiar, discuss the impact values and attitudes on managerial behaviour.

142) Describe how each of the traits within the Big Five Personality Traits Model affects how managers think, feel, and behave. Next, discuss which of the Big Five Personality Traits you believe to be the most vital for managerial success. Why do you think your chosen trait is most important for managerial success?

143) Looking ahead to your managerial career, identify and describe three core competencies you believe will support your success as a manager.

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144) Leadership and management are widely discussed and debated topics (e.g., to lead versus to manage). While some believe they are same thing, others see the principles as drastically different. Based on your reading of Chapter 1, discuss the relationship between leading and managing. How might this understanding inform managerial practice?

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Chapter 01 Test Bank

Answer Key

Test name: Chapter 01 Test Bank

1) TRUE
2) TRUE
3) TRUE
4) FALSE
5) TRUE
6) TRUE
7) TRUE
8) FALSE
9) FALSE
10) TRUE
11) FALSE
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16) TRUE
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71) TRUE
72) FALSE
73) FALSE
74) E
75) B
76) E
77) D

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78) C
79) E
80) B
81) A
82) A
83) C
84) B
85) A
86) B
87) D
88) A
89) C
90) B
91) A
92) B
93) A
94) B
95) C
96) E
97) A
98) E
99) B
100) B
101) A
102) C
103) D
104) C
105) C
106) B
107) A
108) A
109) C
110) B
111) A
112) E
113) E
114) A
115) D
116) C
117) E

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118) A
119) B
120) A
121) C
122) C
123) E
124) D
125) D
126) A
127) E
128) E
129) D
130) C
131) Short Answer
132) Short Answer
133) Short Answer
134) Short Answer
135) Short Answer
136) Short Answer
137) Short Answer
138) Short Answer
139) Short Answer
140) Short Answer
141) Short Answer
142) Short Answer
143) Short Answer
144) Short Answer

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