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Name:_____ Class:_____ Date:_____

Chapter 01 - Management

1. Which of the following is defined as getting work done through others?
   a. Orientation
   b. Marketing
   c. Management
   d. Accounting

ANSWER: c

2. When a new employee was hired by a company to head its customer service operations, they were told that their role involved supervising the work of employees and ensuring that they did their jobs well. The employee's job is related to:
   a. marketing.
   b. recruitment.
   c. management.
   d. finance.

ANSWER: c

3. At a construction company, an employee's job responsibilities include monitoring the work carried out by the company's site engineers. They are also responsible for ensuring that all the engineers are provided with ample guidance and supervision so that they can perform all the assigned tasks to the best of their ability. In the given scenario, the employee's job is related to:
   a. accounting.
   b. sales.
   c. management.
   d. production.

ANSWER: c

4. A fruit juice manufacturing company ensures that raw materials are fully utilized. It also makes sure that minimal waste is produced. The juice extracting and packaging units of the company are designed in such a way that the quality of its products is maintained with minimal costs. The company is involved in achieving:
   a. effectiveness.
   b. efficiency.
   c. autonomy.
   d. power.

ANSWER: b

5. A company was expecting a large shipment of scrap metal a week earlier. Since the shipment did not arrive on time, the supply manager was forced to place another order for the same quantity of scrap metal from a local manufacturer. As a result, its car manufacturing process was delayed and expenses increased. In this scenario, the company is demonstrating a lack of:
   a. synergy.
   b. effectiveness.
   c. automation.
   d. efficiency.

ANSWER: d

6. To reduce manual errors, a machinery manufacturing company automated most of its production processes using

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computer numeric control (CNC) machines. This reduced the labor cost, wastage of raw materials, and rejection of finished goods due to quality issues. In the context of management, the automation of production processes at the company exemplifies:

a. synergy.
b. efficiency.
c. autonomy.
d. contingency.

ANSWER: b

7. Which of the following involves accomplishing tasks that help fulfill organizational objectives?

a. Effectiveness
b. Efficiency
c. Synergy
d. Management

ANSWER: a

8. A fast-food restaurant has installed two additional billing counters to reduce waiting time for its customers. This has helped the restaurant improve its customer service and satisfaction. This scenario illustrates the restaurant is striving for:

a. effectiveness.
b. efficiency.
c. synergy.
d. authority.

ANSWER: a

9. A bank was one of the first to open a branch in a rural county. Even after many other banks opened branches there, it continues to have the biggest market share due to excellent customer service. In the context of management, this branch illustrates:

a. synergy.
b. efficiency.
c. autonomy.
d. effectiveness.

ANSWER: d

10. Providing a great shopping experience to customers is one of the important objectives of a clothing store. To achieve this objective, the company has a team of committed customer service professionals, whose job is to ensure that customers get exactly what they want. This scenario illustrates that the clothing store is trying to achieve:

a. organizational commitment.
b. employee productivity.
c. employee satisfaction.
d. organizational effectiveness.

ANSWER: d

11. In the context of management functions, which of the following is true of planning?

a. It is one of the best ways to improve performance.
b. It is the last function of management.

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c. It involves monitoring progress toward goal achievement.
d. It involves hiring and leading workers.

ANSWER: a

12. Which of the following statements about planning is correct?
a. It is the process of monitoring progress toward goal achievement.
b. It involves deciding where decisions will be made.
c. It encourages employees to engage in behaviors directly related to goal accomplishment.
d. It involves inspiring and motivating workers to work hard to achieve organizational goals.

ANSWER: c

13. After a publishing company realized that it was incurring losses, it set new objectives. These objectives were to increase revenues by at least 5% and reduce net losses by at least 80% by the end of the next fiscal year. In this scenario, which of the following management functions was most likely involved in setting these goals and determining a means for the company to meet them?
a. Controlling
b. Organizing
c. Planning
d. Leading

ANSWER: c

14. The sales manager at an e-commerce fashion site sets the annual, monthly, and weekly targets of all the salespeople in the company. The manager sets these targets in such a way that the salespeople work toward achieving the organizational goals. In this scenario, which of the following management functions does the manager perform?
a. controlling.
b. organizing.
c. planning.
d. leading.

ANSWER: c

15. In the context of management functions, organizing is about:
a. deciding how things get done.
b. determining organizational goals.
c. motivating workers to work hard.
d. monitoring progress toward goal achievement.

ANSWER: a

16. A business administrator in a school is determining how classes will be scheduled, which rooms will be allocated, and who will teach each subject in the curriculum. Which of the following management functions is illustrated in this scenario?
a. Planning
b. Organizing
c. Controlling
d. Leading

ANSWER: b

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17. An individual is in charge of the Rotary Club's annual fundraising auction. They determine the site of the event and decides who will collect donations from local businesses. They also decide who will sell tickets to customers and who will conduct the auction. Individual is engaged in the management function of:

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

ANSWER: d

18. The cofounder of a startup firm, that provides financial services, is responsible for making the standard operating procedure for the firm's wealth management division and assigning duties to the management trainees recruited for this division. In the context of management functions, the cofounder's job responsibilities best illustrate:

a. controlling.
b. organizing.
c. disseminating.
d. leading.

ANSWER: b

19. In the context of Henri Fayol's management functions, which of the following is a difference between planning and organizing?

a. Planning involves motivating workers to work hard to achieve organizational goals, whereas organizing involves identifying the means to achieve organizational goals.
b. Planning involves determining organizational goals, whereas organizing involves determining how things get done.
c. Planning is deciding where decisions will be made, whereas organizing is monitoring progress toward goal achievement.
d. Planning is inspiring workers to work hard on a daily basis, whereas organizing is taking corrective action when progress isn't being made.

ANSWER: b

20. The chief executive officer (CEO) of a company believes that it is important for top management to inspire employees to work toward organizational goals. As a result, they develop an incentive plan to reward high-performing employees and boost their morale. In the context of management functions, the CEO is engaged in:

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

ANSWER: c

21. An advertising manager of a leading newspaper congratulates every member of the space-selling team who achieves their daily target. This motivates the team members to work harder and collectively contribute to the organizational goal of selling space for advertisements. In this scenario, which of the following management functions is illustrated by the manager?

a. Organizing
b. Planning

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c. Leading
d. Controlling

ANSWER: c

22. The operations head, at a Confectionery, showed gratitude to their employees by hosting an Employee Appreciation Day. In this scenario, which management function did the operations head use to boost the morale of their employees?
a. Leading
b. Monitoring
c. Organizing
d. Controlling

ANSWER: a

23. The top management at a company realized that there were some technical defects in the company's new manufacturing plant that was under construction. Technical specialists were sent to the site to correct the issues. This scenario illustrates the management function of:
a. planning.
b. organizing.
c. controlling.
d. motivating.

ANSWER: c

24. The recruitment manager, at a company, reviews the performance of their team members on a monthly basis. Based on the results of the monthly reviews, the manager decides to conduct daily reviews to analyze the performance of members who do not achieve their monthly targets. In the context of management functions, the manager's action exemplifies:
a. organizing.
b. planning.
c. leading.
d. controlling.

ANSWER: d

25. A publishing company realized that there was a factual error in the August issue of its business magazine. The magazine's editor-in-chief immediately released a press statement apologizing for the error. Subsequently, the company published the actual figures in the magazine's September issue. Which of the following management functions was used in this scenario?
a. Controlling
b. Leading
c. Motivating
d. Planning

ANSWER: a

26. Which of the following types of managers are typically responsible for developing employees' commitment to and ownership of the company's performance?
a. Top managers
b. Middle managers
c. First-line managers

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d. Office managers

ANSWER: a

27. Which of the following is a function of a top manager?
a. Facilitating team activities toward accomplishing a goal
b. Creating a positive organizational culture through language and action
c. Coordinating and linking groups, departments, and divisions within a company
d. Managing the performance of entry-level employees

ANSWER: b

28. An individual was hired to work in the finance department of a company. Since that time, all of the company's finance strategies have been successful. The individual has created a positive organizational culture at the company, thereby uplifting the company's values. In this scenario, the individual is most likely a:
a. middle manager.
b. team leader.
c. first-line manager.
d. top manager.

ANSWER: d

29. In the context of the kinds of managers, middle managers:
a. teach entry-level employees how to do their jobs.
b. are responsible for creating a context for change.
c. are responsible for planning and allocating resources.
d. hold positions such as office manager, shift supervisor, or department manager.

ANSWER: c

30. A plant manager of one of the three manufacturing plants of a paper manufacturing company is responsible for synching the processes of the plant with the standards set at the company's headquarters. The manager sends weekly updates of raw material requirements to the purchase division at the headquarters. They also connects the company's human resources department with the employees who work in the plant. In this scenario, the manager is most likely a:
a. middle manager.
b. team leader.
c. first-line manager.
d. top manager.

ANSWER: a

31. A regional sales manager of a popular fortnightly magazine sets targets for and reviews the performances of the sales representatives of their region. Changes in marketing strategies mandated by the marketing team at the magazine's headquarters authorized the manager to be solely responsible to bring about the necessary changes in their region. In the given scenario, the manager is most likely a:
a. middle manager.
b. team leader.
c. first-line manager.
d. top manager.

ANSWER: a

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32. After graduating from one of the highest-ranked business schools in the world, an individual was hired as a divisional marketing manager at a computer hardware company. The manager's job profile included planning the marketing activities for the next fiscal year, allocating funds, and overlooking the performance of marketing representatives. In the given scenario, the manager was most likely hired as a:

a. middle manager.
b. team leader.
c. first-line manager.
d. top manager.

ANSWER: a

33. An employee supervises the work of factory workers in an automobile manufacturing firm. Most of their time is spent on quality control, scheduling workers, and training new employees. The employee can be categorized as a:

a. first-line manager.
b. middle manager.
c. top-level manager.
d. plant manager.

ANSWER: a

34. The office manager at a luxury watch manufacturer organizes the office operations and procedures, assigns and monitors functions of the entry-level employees and the housekeeping staff, controls correspondence in the office, and overlooks front-office operations at the company. In this scenario, the manager is most likely a:

a. middle manager.
b. team leader.
c. first-line manager.
d. top manager.

ANSWER: c

35. The day-shift supervisor at a company that manufactures and supplies plastic bottles to pharmaceutical companies is responsible for estimating the hiring needs for the day shift at the factory. The supervisor also prepares the schedules for the training process of newly hired employees. Most importantly, they overlook the entire day-shift production process at the factory and reports to their manager on a regular basis. In this scenario, the supervisor is most likely a:

a. middle manager.
b. team leader.
c. first-line manager.
d. top manager.

ANSWER: c

36. The procurement manager at a supermarket has duties that include short-term planning for the purchase of perishable goods, encouraging and rewarding the employees who handle the transportation of goods to the supermarket, and supervising the entry-level employees of their department. In the given scenario, the manager is most likely a:

a. middle manager.
b. team leader.
c. first-line manager.
d. top manager.

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ANSWER: c

37. Which of the following statements illustrates the difference between first-line managers and top managers?
    a. Unlike top managers, first-line managers engage in plans and actions that typically produce results within two weeks.
    b. Unlike top managers, first-line managers are responsible for creating a positive organizational culture through language and action.
    c. Unlike first-line managers, top managers are responsible for teaching entry-level employees how to do their jobs.
    d. Unlike first-line managers, top managers make detailed schedules and operating plans based on middle management's intermediate-range plans.

ANSWER: a

38. Which of the following is a relatively new kind of management position that developed as companies shifted to self-managing groups?
    a. Top manager
    b. Team leader
    c. First-line leader
    d. Middle manager

ANSWER: b

39. A team leader is responsible for:
    a. their team's performance.
    b. closely monitoring long-term business, economic, and social trends.
    c. developing organizational codes of ethics.
    d. fostering good relationships within their team.

ANSWER: d

40. An employee is the head of one of the three groups in the production department at an apparel manufacturing company. The employee assigns work to each of their subordinates in the group on a regular basis. Although employee is not solely responsible for the performance of their group, they facilitate the group in achieving the monthly targets of production. In this scenario, the employee is most likely a:
    a. middle manager.
    b. team leader.
    c. first-line manager.
    d. top manager.

ANSWER: b

41. Which of the following statements illustrates the difference between first-line managers and team leaders?
    a. Unlike first-line managers, team leaders are responsible for the performance of nonmanagerial employees.
    b. Unlike first-line managers, team leaders have the authority to hire and fire workers.
    c. Unlike first-line managers, team leaders are responsible for managing external relationships.
    d. Unlike first-line managers, team leaders make job assignments and control resources.

ANSWER: c

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42. A producer of a fashion magazine plans to acquire a producer of a women's magazine. When the chief financial officer (CFO) of the latter visits the office to discuss the terms of the acquisition, the chief executive officer (CEO) of the acquiring company personally greets them upon arrival. In the context of managerial roles, which of the following roles does the CEO illustrate in this scenario?

a. Leadership role
b. Monitor role
c. Disseminator role
d. Figurehead role

ANSWER: d

43. When a bank opened its first branch in some county, the branch manager arranged an ice-cream stall at the entrance of the bank's building as a treat to the locals of the county. In the context of managerial roles, which of the following roles does the branch manager illustrate in this scenario?

a. Leader role
b. Monitor role
c. Disseminator role
d. Figurehead role

ANSWER: d

44. The marketing manager of an apparel manufacturing company that specializes in winter wear personally visited the old age homes in which the company sponsored Christmas lunches, as part of its corporate social responsibility initiative. In the context of managerial roles, which of the following roles does the marketing manager illustrate in this scenario?

a. Leader role
b. Monitor role
c. Disseminator role
d. Figurehead role

ANSWER: d

45. According to Professor Henry Mintzberg, in which of the following roles do managers motivate and encourage workers to accomplish organizational objectives?

a. Figurehead
b. Entrepreneur
c. Leader
d. Monitor

ANSWER: c

46. The restaurant manager of a continental restaurant reviews customer feedback forms to help them choose the winner of the "Best Employee of the Month" award. This motivates the employees at the restaurant to render good service and to encourage customers to complete feedback forms about their services. In the context of managerial roles, which of the following roles does the manager illustrate in this scenario?

a. Leader role
b. Monitor role
c. Disseminator role
d. Figurehead role

ANSWER: a

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47. The CEO of a company often sits on the boards of other companies to share viewpoints on business operations. In this case, which of the following managerial roles does the CEO perform?

a. Liaison role
b. Resource allocator role
c. Disturbance handler role
d. Figurehead role

ANSWER: a

48. The CFO of an electronics company is also an investor in the stock market. As the shareholder of various other companies, they attend the annual general meetings of those companies. This helps them study the financials and financial strategies followed by other companies in the same industry. In the context of managerial roles, which of the following roles does the CFO illustrate in this scenario?

a. Leader role
b. Liaison role
c. Disseminator role
d. Figurehead role

ANSWER: b

49. The chief operating officer (COO) of a cosmetics manufacturing company has opportunities to attend the board meetings of the vendor companies. These meetings give the COO a fresh perspective about how other companies frame their strategies and how procurement and operations are managed in different companies. In the context of managerial roles, which of the following roles does the COO illustrate in this scenario?

a. Leader role
b. Liaison role
c. Disseminator role
d. Figurehead role

ANSWER: b

50. In the context of managerial roles, which of the following is a difference between the figurehead role and the liaison role?

a. The figurehead role is the role that managers play when they motivate and encourage workers to accomplish organizational objectives, whereas the liaison role is the role that managers play when they share information with others in their departments or companies.
b. The figurehead role is the role that managers play when they scan their environment for information, whereas the liaison role is the role that managers play when they share information with people outside their departments or companies.
c. The figurehead role is the role that managers play when they decide who gets what resources and in what amounts, whereas the liaison role is the role that managers play when they negotiate schedules, projects, goals, outcomes, resources, and employee raises.
d. The figurehead role is the role that managers play when they perform ceremonial duties, whereas the liaison role is the role that managers play when they deal with people outside their units.

ANSWER: d

51. According to Professor Henry Mintzberg, in which of the following roles do managers receive a great deal of unsolicited information because of their personal contacts?

a. Disseminator

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b. Monitor
c. Spokesperson
d. Negotiator

ANSWER: b

52. The brand manager of a luxury handbag store, attends fashion shows in various cities to study the current and upcoming fashion trends and get acquainted with people from the fashion industry. In the context of managerial roles, which of the following roles does the manager illustrate in this scenario?

a. Spokesperson role
b. Liaison role
c. Disseminator role
d. Monitor role

ANSWER: d

53. The CEO of a popular health magazine, subscribes to 20 other magazines to follow the industry trends, understand the financial scenarios in various industries, and study the rate of competition faced by their magazine. In the context of managerial roles, which of the following roles does the CEO illustrate in this scenario?

a. Spokesperson role
b. Liaison role
c. Disseminator role
d. Monitor role

ANSWER: d

54. The head of the public relations department (HoD) at a multinational advertising agency, subscribes to websites that provide the information about the annual advertising budgets of various multinational companies. HoD also studies this information to analyze the current market trends in advertising expenditure. This helps them mold the public relations strategies of the agency to match the industry standards. In the context of managerial roles, which of the following roles does the HoD illustrate in this scenario?

a. Leader role
b. Liaison role
c. Disseminator role
d. Monitor role

ANSWER: d

55. In the context of the informational subroles identified by Professor Henry Mintzberg, managers in which of the following roles share the information they have collected with their subordinates and others in the company?

a. Monitor
b. Figurehead
c. Spokesperson
d. Disseminator

ANSWER: d

56. A human resources manager at an e-commerce company confirms the completion of the probationary periods of management trainees only after they submit a report on the company's marketing strategies. In these reports, trainees evaluate existing strategies and suggest improvements. The manager then shares relevant and useful information from these reports with the marketing team. In the context of managerial roles, which of the following roles does the manager

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illustrate in this scenario?

a. Leader role
b. Liaison role
c. Disseminator role
d. Monitor role

ANSWER: c

57. A finance manager at an automobile manufacturing company collects internship reports from summer interns to study the finance strategies they suggest. The manager uses relevant information from this study to propose new strategies to the chief financial officer. In the context of managerial roles, which of the following roles does the manager illustrate in this scenario?

a. Leader role
b. Liaison role
c. Disseminator role
d. Monitor role

ANSWER: c

58. In the context of the informational subroles identified by Professor Henry Mintzberg, managers in which of the following roles share information with people outside their departments or companies?

a. Monitor
b. Spokesperson
c. Leader
d. Disseminator

ANSWER: b

59. The CEO of a cell phone manufacturing company, at the company's annual general meeting made an announcement to the shareholders about one vacant position in the company's supervisory board. In the context of managerial roles, which of the following roles does the CEO illustrate in this scenario?

a. Leader role
b. Liaison role
c. Disseminator role
d. Spokesperson role

ANSWER: d

60. The CEO of an e-commerce fashion site, makes a media announcement about the company's decision to acquire an e-commerce footwear site. In the context of managerial roles, which of the following roles does the CEO illustrate in this scenario?

a. Leader role
b. Liaison role
c. Disseminator role
d. Spokesperson role

ANSWER: d

61. To combat increasing competition by lowering its prices, a paper carton box manufacturing company decides to mechanize most of its production processes. Subsequently, the chief human resources officer (CHRO) of the company

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makes a media announcement regarding its decision to lay off 600 employees. In the context of managerial roles, which of the following roles does the CHRO illustrate in this scenario?

a. Leader role
b. Liaison role
c. Disseminator role
d. Spokesperson role

ANSWER: d

62. In the context of managerial roles, which of the following is a difference between the disseminator role and the spokesperson role?

a. In the disseminator role, managers decide who gets what resources and in what amounts, whereas in the spokesperson role, managers negotiate schedules, projects, goals, outcomes, resources, and employee raises.
b. In the disseminator role, managers perform ceremonial duties such as greeting company visitors, whereas in the spokesperson role, managers motivate workers to accomplish organizational goals.
c. Managers in the disseminator role receive plenty of unsolicited information because of their vast personal contacts, whereas managers in the spokesperson role scan their immediate environment to seek valuable information.
d. Managers in the disseminator role distribute information to employees inside the company, whereas managers in the spokesperson role share information with people outside their departments or companies.

ANSWER: d

63. A luxury footwear brand has its stores only in high-end malls and posh localities. When new luxury footwear brands were launched in the market, the tough competition resulted in a decrease in sales. To deal with this crisis, the CEO decides to lower the prices of its products and launch an advertising campaign that would highlight the affordability factor of luxury footwear at its stores. In the context of managerial roles, which of the following decisional roles is the CEO illustrating in this scenario?

a. Entrepreneur role
b. Disturbance handler role
c. Resource allocator role
d. Negotiator role

ANSWER: a

64. One of the best supermarkets in the coastal town fails to retain customers. To solve this problem, the newly appointed marketing manager decides to implement a customer loyalty program. This program would include a membership card and a mobile app that can only be accessed using the membership card number. The mobile app will be enabled to show real-time availability of products at the supermarket. In the context of managerial roles, which of the following decisional roles is illustrated in this scenario?

a. Entrepreneur role
b. Disturbance handler role
c. Resource allocator role
d. Negotiator role

ANSWER: a

65. In the context of decisional roles, which of the following statements is true of managers in the disturbance handler role?

a. They respond to pressures and problems so severe that they demand immediate attention and action.

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b. They negotiate schedules, projects, goals, outcomes, resources, and employee raises.
c. They perform ceremonial duties such as greeting company visitors or representing the company at a community luncheon to support local charities.
d. They decide who will get resources and how many resources they will get.

ANSWER: a

66. A company that manufactures glassware has its factories in developing countries where labor costs are low. The quality of the company's products manufactured at one of its factories in some country has been consistently low. The company's chief operating officer (COO) worked out of that factory for a month to find the root cause of this problem. After much deliberation, the chief operating officer decided that the factory needs to be moved to an industrial area in the capital. In the context of managerial roles, which of the following decisional roles of the COO is illustrated in this scenario?

a. Disturbance handler role
b. Resource allocator role
c. Entrepreneur role
d. Negotiator role

ANSWER: a

67. Members of the labor union of a machinery manufacturing company went on strike, demanding an increase in their wages. The chief human resource officer (CHRO) of the company called a meeting with the labor union leader and came to a consensus that the company would increase the wages of the workers who take the night shifts. In the context of managerial roles, which of the following decisional roles does CHRO illustrate in this scenario?

a. Disturbance handler role
b. Resource allocator role
c. Entrepreneur role
d. Negotiator role

ANSWER: a

68. Which of the following is the decisional role that managers play when they decide who gets what supplies and in what amounts?

a. Disturbance handler role
b. Resource allocator role
c. Entrepreneur role
d. Negotiator role

ANSWER: b

69. Depending on the number of customer footfalls in each section, the floor manager of an apparel store, shuffles the number of employees on the floor among the men's, women's, and kids' sections of the store. In the context of managerial roles, which of the following decisional roles does the manager illustrate in this scenario?

a. Disturbance handler role
b. Resource allocator role
c. Entrepreneur role
d. Negotiator role

ANSWER: b

70. While preparing the annual advertising budget, the chief marketing officer (CMO) of an online furniture store, is

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deciding which categories of products from the company's portfolio would need to be advertised most often. In the given scenario, which of the following decisional roles is best illustrated by the CMO?

a. Disturbance handler role
b. Resource allocator role
c. Entrepreneur role
d. Negotiator role

ANSWER: b

71. Which of the following is the decisional role that managers play when they discuss schedules, projects, goals, outcomes, resources, and employee raises?

a. Disturbance handler role
b. Resource allocator role
c. Entrepreneur role
d. Negotiator role

ANSWER: d

72. A partner of a garment wholesale firm offers discounts to giant retail apparel stores if the quantity of products bought from the firm is more than their actual purchase requirement. In the context of managerial roles, which of the following decisional roles does the partner exemplify in this scenario?

a. Disturbance handler role
b. Resource allocator role
c. Entrepreneur role
d. Negotiator role

ANSWER: d

73. A continental restaurant started its operations by renting the ground floor of a three-story building. As the business of the restaurant grew, the co-owner of the restaurant pressed the landlord of the building to allow the restaurant to occupy and rent the first floor as well for a much lower rent than what the landlord intended to quote. This would reduce the expansion costs of the restaurant. In the context of managerial roles, which of the following decisional roles does co-owner exemplify in this scenario?

a. Disturbance handler role
b. Resource allocator role
c. Entrepreneur role
d. Negotiator role

ANSWER: d

74. In the context of managerial roles, which of the following is a difference between the negotiator role and the figurehead role?

a. The negotiator role is one of the forms of the interpersonal role performed by managers, whereas the figurehead role is one of the forms of the decisional role performed by managers.
b. In the negotiator role, managers discuss projects, goals, outcomes, and employee raises, whereas in the figurehead role, managers perform ceremonial duties such as greeting company visitors.
c. Managers act as negotiators when they establish challenging goals, whereas managers act as figureheads when they sit on another company's board.
d. As negotiators, managers scan their environment and actively contact others for information, whereas as figureheads, managers receive unsolicited information from their vast personal contacts.

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ANSWER: b

75. An employee works at a graphic designing firm. They can efficiently work on various graphic design software. The employee can create visuals and illustrations as per clients' requirements. This scenario illustrates that the employee has:

a. motivation to manage.
b. human skills.
c. conceptual skills.
d. technical skills.

ANSWER: d

76. An account manager has the ability to create statements for a budget, compare the budget to the actual income statement of a particular financial year, and determine unnecessary expenses. Thus, the account manager has:

a. technical skills.
b. human skills.
c. conceptual skills.
d. motivation to manage.

ANSWER: a

77. A cardiothoracic surgeon is the most sought-after doctor in a specialty hospital. Patients have utmost belief in their capabilities. Which of the following skills is a surgeon most likely to have?

a. Human skills
b. Motivation to manage
c. Technical skills
d. Conceptual skills

ANSWER: c

78. An automobile manufacturing company has a shortage of engineers who are capable of operating computer-controlled machinery used for the production of various critical car parts. Although the company has created job vacancies for this position, production has slowed down drastically due to the shortage of engineers. Due to the urgent requirement for production to gain pace, the company is looking for someone who would not require training on computer numerical control. Thus, the company is looking for someone with the necessary:

a. Human skills.
b. Motivation to manage.
c. Technical skills.
d. Conceptual skills.

ANSWER: c

79. A certified public accountant gets a job as the finance manager of a leading manufacturing firm because of their qualification. Which of the following skills is most likely to be possessed?

a. Human skills
b. Motivation to manage
c. Technical skills
d. Conceptual skills

ANSWER: c

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Chapter 01 - Management

80. Which of the following skills are equally important at all levels of management, from team leaders to chief executive officers?

a. Technical
b. Human
c. Motivation to manage
d. Conceptual

ANSWER: b

81. A manager's subordinates mention that they find it easy to work and communicate with their manager. According to them, the manager is a good listener and communicates ideas effectively. Moreover, the manager is sensitive to the feelings of others and encourages them to express their opinions. This scenario illustrates that the manager has good:

a. technical skills.
b. motivation to manage.
c. conceptual skills.
d. human skills.

ANSWER: d

82. After graduating with a bachelor's degree in Psychology, an individual decided to look for a job as a counselor in an academic institution because they strongly believed that they were a good listener and good at encouraging others to express their thoughts and feelings. In this scenario, the individual believed that they possessed which of the following requisite skills to be a counselor?

a. Human skills
b. Technical skills
c. Motivation to manage
d. Conceptual skills

ANSWER: a

83. The leader of the sales team at a company that manufactures baby products is a good team player and is sensitive to the needs and viewpoints of their team members. The leader most likely possesses high:

a. human skills.
b. motivation to manage.
c. technical skills.
d. conceptual skills.

ANSWER: a

84. Most of the employees at an accounting firm express their grievances to the senior human resources coordinator, because they are highly considerate and approachable. The employees believe that the coordinator never fails to get issues solved for them. In this scenario, which of the following skills is the coordinator most likely to possess?

a. Human skills
b. Motivation to manage
c. Technical skills
d. Conceptual skills

ANSWER: a

85. An individual is considered the best lecturer at an academic institution because they have excellent communication

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skills. They can explain complicated subject topics in simple words using creative as well as realistic examples. This ability of an individual indicates that they possesses high:

a. human skills.
b. motivation to manage.
c. technical skills.
d. conceptual skills.

ANSWER: a

86. Which of the following skills includes the ability to recognize how a company fits into or is affected by its external environment?

a. Technical skills
b. Human skills
c. Conceptual skills
d. Motivation to manage

ANSWER: c

87. Which of the following skills increase in importance as managers rise through the management hierarchy?

a. Motivation to manage
b. Conceptual skills
c. Technical skills
d. Informational skills

ANSWER: b

88. The chief human resources officer (CHRO) at a construction company, who received an award for excellence in human resources management, was felicitated by the board of directors. The CHRO is appreciated for effectively understanding the human resources needs of the organization as a whole and for framing the company's human resources policies accordingly. They have also been a driving force for the company's corporate social responsibility programs. In this scenario, the CHRO is most likely to possess high:

a. human skills.
b. motivation to manage.
c. technical skills.
d. conceptual skills.

ANSWER: d

89. The owner of a popular gym analyzes the competition that the gym faces and understands the changing needs of its customers. To tackle competition, they try to get all the latest equipment installed in the gym. They also take frequent feedback related to service improvement from the gym's regular clients. In this scenario, which of the following skills is owner most likely to possess?

a. Human skills
b. Motivation to manage
c. Technical skills
d. Conceptual skills

ANSWER: d

90. In the context of the skills that managers should possess, which of the following is a difference between technical

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skills and conceptual skills?

a. Technical skills can be summarized as the ability to work well with others, whereas conceptual skills can be summarized as the capability of assessing how motivated employees are to interact with superiors.
b. Unlike conceptual skills, technical skills increase in importance as managers rise through the management hierarchy.
c. Unlike managers with conceptual skills, managers with technical skills can recognize how a company fits into or is affected by its external environment.
d. Technical skills are the specialized procedures and knowledge required to get a job done, whereas conceptual skills are the ability to understand how the different parts of a company affect each other.

ANSWER: d

91. In the context of the skills that good managers should possess, which of the following statements is true of managers with a motivation to manage?

a. Managers at lower levels usually have a stronger motivation to manage than managers at higher levels.
b. Mangers with a strong motivation to manage are rated as better managers by their employees.
c. Managers with a strong motivation to manage are unable to behave assertively toward others.
d. Managers with a strong motivation refrain from participating in competitive situations.

ANSWER: b

92. A bank manager is referred to as a tough boss by their subordinates because they use bullying management styles to get things done. They send intimidating emails to the clerical staff at their branch, they threaten the cashier to tally the cash transactions within a particular time limit, and they are abrasive to subordinates when they try to justify their actions. In this scenario, which of the following is the most evident management mistake being committed by the manager?

a. Overmanaging
b. Betrays trust
c. Insensitive to others
d. Unable to staff effectively

ANSWER: c

93. As soon as tasks are allocated to subordinates, an account manager thinks about the next set of tasks that can be allocated to them to gain credit from superiors in the organization. Which of the following management mistakes is evident in this act of the manager?

a. Overdependence on mentor
b. Overly ambitious
c. Insensitive to others
d. Inability to staff effectively

ANSWER: b

94. A senior accountant likes to work on their own and hence does not come out as a team player. They take up all the work that may or may not be allotted to them. Instead of getting work done by their subordinates, the accountant prefers to do it themself. In this scenario, which of the following is the most evident management mistake being committed by the accountant?

a. Overmanaging
b. Overly ambitious
c. Insensitive to others
d. Inability to staff effectively

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ANSWER: a

95. In the context of the mistakes managers make, which of the following is a difference between arrivers and derailers?
   a. Unlike arrivers, derailers are managers who make it all the way to the top of their companies.
   b. Unlike arrivers, derailers are managers who are successful early in their careers but are knocked off the fast track by the time they reach the middle to upper levels of management.
   c. Unlike derailers, arrivers are insensitive to others by virtue of their abrasive, intimidating, and bullying management style.
   d. Unlike arrivers, derailers usually have no more than one fatal flaw.

ANSWER: b

96. Which of the following is a characteristic of derailers?
   a. They are usually talentless.
   b. They admit their mistakes.
   c. They are warm and friendly to others.
   d. They are abrasive and intimidating.

ANSWER: d

97. As a supervisor at an automobile service center, an individual is bossy, arrogant, and insensitive to the needs of their subordinates. They e are unable to delegate tasks effectively. This scenario illustrates that the supervisor has the characteristics of a(n):
   a. derailer.
   b. empathetic leader.
   c. transformational leader.
   d. arriver.

ANSWER: a

98. According to Linda Hill's study, which of the following is true of managers' initial expectations about their job?
   a. They think of themselves as managers and not doers.
   b. They believe that their job is to tell others what to do.
   c. They think that their job is to be a problem solver for subordinates.
   d. They tend to expect a heavy workload.

ANSWER: b

99. According to Linda Hill's study, after six months as a manager, most of the new managers believed that their job was to:
   a. tell others what to do.
   b. exercise formal authority.
   c. be the boss and get things done.
   d. solve problems for their subordinates.

ANSWER: d

100. According to Linda Hill's study, after their first year of managerial experience, managers tend to:
   a. exercise formal authority.
   b. use positive reinforcement.

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c. view themselves as the boss.
d. tell others what to do.

ANSWER: b

101. According to Stanford University business professor Jeffrey Pfeffer, which of the following ideas is used by managers in top-performing companies?
a. Increased status distinctions
b. Centralization of authority
c. Selective hiring
d. Reduced training

ANSWER: c

102. Which of the following is the ultimate form of commitment companies can make to their workers?
a. Job embeddedness
b. Employment security
c. Organizational identification
d. Job enlargement

ANSWER: b

103. Which of the following statements illustrates the management practice of gaining competitive advantage through people?
a. The management of a law firm believes that it is best not to disclose the company's financial information to the employees of the organization.
b. The board of directors of a software company decides to launch its own research and development division by investing from the company's profits.
c. An advertising agency does not provide job security to its employees under the pretense that the fear of losing their jobs would cause the employees to perform well.
d. A pharmaceutical company, recruits aggressively without enough screening so that it does not lose any talented job applicants in the process.

ANSWER: b

104. Whether a person begins their career at the entry level or as a supervisor, their job as a manager is
a. to become a master delegator.
b. to complete a majority of the work.
c. to complete individual work rather than helping others to do theirs.
d. not to do the work but to help others do theirs.

ANSWER: d

105. Which of the following best defines management?
a. Getting work done through others
b. Getting work done with a minimum of effort, expense, or waste
c. Accomplishing tasks that help fulfill organizational objectives
d. Determining organizational goals

ANSWER: a

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106. Which of the following best defines efficiency?
a. Getting work done through others
b. Getting work done with a minimum of effort, expense, or waste
c. Accomplishing tasks that help fulfill organizational objectives
d. Determining organizational goals
ANSWER: b

107. Which of the following is an example of planning?
a. A manager assigns tasks to employees based on their strengths and expertise.
b. A company sets a goal to expand into a new market and develops a strategy to achieve it.
c. An employee monitors project progress and makes adjustments as needed.
d. A supervisor provides feedback to employees during performance reviews.
ANSWER: b

108. Which of the following is an example of leading in management?
a. A manager sets a long-term goal and develops a strategy to achieve it.
b. A supervisor motivates employees by recognizing their achievements and encouraging teamwork.
c. A company monitors performance and makes necessary adjustments to stay on track.
d. A department head structures the workflow by assigning specific roles and responsibilities.
ANSWER: b

109. In the context of management functions, which of the following best defines controlling?
a. Determining how things get done
b. Inspiring and motivating workers to work hard to achieve organizational goals
c. Monitoring progress toward goal achievement and taking corrective action when needed
d. Deciding where decisions will be made
ANSWER: c

110. Nonmanagerial worker supervision, teaching and training, scheduling, and facilitation are responsibilities of which of the following kinds of managers?
a. Team leaders
b. Middle managers
c. Top managers
d. First-line managers
ANSWER: d

111. Which of the following are primarily responsible for the facilitation of a team toward accomplishing a goal?
a. Team leaders
b. First-line managers
c. Top managers
d. Middle managers
ANSWER: a

112. In the context of Mintzberg's managerial roles, the monitor the role is a(n)

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a. interpersonal role.
b. informational role.
c. decisional role.
d. subordinate role.

ANSWER: b

113. Which of the following best defines the disturbance handler role of management?
a. The decisional role managers play when they respond to severe pressure and problems that demand immediate action
b. The decisional role managers play when they adapt themselves, their subordinates, and their units to change
c. The informational role managers play when they share information with others in their departments or companies
d. The informational role managers play when they share information with people outside their departments or companies

ANSWER: b

114. As the manager of a hospital, you are responsible for distributing a limited budget among various departments. You must decide how much funding to allocate to new medical equipment, staff training, and patient care services. Which managerial role are you performing?

a. Negotiator
b. Resource allocator
c. Entrepreneur
d. Spokesperson

ANSWER: b

115. A major supplier suddenly backs out of a crucial contract, causing a supply chain crisis. You immediately take action to find alternative suppliers and ensure production continues without major disruptions. Which managerial role are you performing?
a. Spokesperson
b. Disturbance handler
c. Negotiator
d. Entrepreneur

ANSWER: b

116. As a senior executive, you analyze market trends, predict how economic changes will affect your company, and develop a long-term strategy to stay competitive. You also assess how different departments within the organization contribute to overall success. Which type of skill are you utilizing?
a. Human skills
b. Technical skills
c. Conceptual skills
d. Negotiation skills

ANSWER: c

117. Which of the following best defines human skills?
a. The ability to see the organization as a whole

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b. The ability to work well with others
c. The specialized procedures, techniques, and knowledge required to get the job done
d. The ability to understand how different parts of the organization affect each other

ANSWER: b

118. Human skills are:
a. equally important at all levels of management.
b. more important for team leaders and lower-level managers than for top managers.
c. more important for top managers than for team leaders and lower-level managers.
d. less important for lower-level managers than for team leaders and top managers.

ANSWER: a

119. Which of the following statements is true of conceptual skills?
a. They have little importance to managers as they rise through the management hierarchy.
b. They increase in importance as managers rise through the management hierarchy.
c. They maintain the same level of importance as managers rise through the management hierarchy.
d. They decrease in importance as managers rise through the management hierarchy.

ANSWER: b

120. Which of the following best defines arrivers?
a. Managers who make it all the way to the top of their companies
b. Managers who were successful early in their careers but were knocked off the fast track by the time they reached the middle to upper levels of management
c. Managers who start out weak in their careers but make it on the fast track once they reach middle to upper levels of management
d. Managers who never make it past the middle of their company

ANSWER: a

121. Managers who always have their eye on their next job:
a. are able to develop meaningful relationships with peers and coworkers.
b. rarely establish more than superficial relationships with peers and coworkers.
c. rarely experience failure.
d. have strong human skills.

ANSWER: b

122. The managers in Linda Hill's study initially believed that their job was which of the following?
a. To exercise formal authority and to manage tasks
b. People development
c. To exercise informal authority
d. To develop technical skills

ANSWER: a

123. According to Jeffrey Pfeffer, companies that invest in their people :
a. create short-term competitive advantages that are difficult for other companies to duplicate

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b. create long-lasting competitive advantages that are easy for other companies to duplicate
c. create long-lasting competitive advantages that are difficult for other companies to duplicate
d. create short-term competitive advantages that are easy for other companies to duplicate

ANSWER: c

124. Which of the following statements is accurate of Jeffery Pfeffer's findings?
a. Workforces with average motivation levels provide superior products and service to customers.
b. Managers in top-performing companies use reduced status distinctions to achieve financial performance.
c. Managers use centralization to achieve financial performance.
d. Using extensive sharing of financial information helped companies to achieve financial performance that was 60% higher than that of other companies.

ANSWER: b

125. Managers influence customer satisfaction through:
a. employee satisfaction.
b. competitive advantage.
c. human skills.
d. Controlling.

ANSWER: a

126. Inspecting, maintaining, and repairing equipment are all a part of which process of management?
a. Planning
b. Organizing
c. Leading
d. Controlling

ANSWER: d

127. A *Harvard Business Review* study found that a CEO's work time involves how much face-to-face interaction?
a. 10 percent
b. 26 percent
c. 61 percent
d. 96 percent

ANSWER: c

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