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Name:_____ Class:_____ Date:_____

Chapter 01 - Managing and the Manager's Job

1. Which of the following is an example of a physical resource needed to operate the company that produces Kenny's Cajun Popcorn, a "low-calorie snack with a high-voltage flavor"?
   a. an industrial-size popcorn popper
   b. accountants and financial information
   c. the help of family members who serve as taste-testers
   d. a marketing campaign

ANSWER: a

2. In the Women's National Basketball Association, the coaches, managers, and players are considered which type of resource?
   a. physical
   b. financial
   c. human
   d. information

ANSWER: c

3. Which of the following is an example of information resources used by Michigan State University?
   a. Faculty and administrative staff
   b. Alumni contributions and government grants
   c. Research reports and government publications
   d. Computers and campus facilities

ANSWER: c

4. Which of the following is an example of financial resources for Shell?
   a. Drilling platform workers and corporate executives
   b. Refineries and office buildings
   c. Sales forecasts and trends in alternative energy sources
   d. Profit and stockholder investments

ANSWER: d

5. Which of the following is an example of human resources for the city of Chicago?
   a. Tax revenue and government grants
   b. Sanitation equipment and municipal buildings
   c. Police officers and municipal employees
   d. Economic forecasts and crime statistics

ANSWER: c

6. The fact that managers use four classes of inputs to perform organizational processes suggests that management is best understood from which perspective?
   a. resource-based
   b. an ineffective process
   c. an inefficient process
   d. a conversion process

ANSWER: a

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Chapter 01 - Managing and the Manager's Job

7. The primary purpose of a manager is:
   a. developing organizational goals and making logical decisions
   b. achieving organizational goals efficiently and effectively
   c. ensuring that all employees are working together effectively
   d. organizing various functions in a logical manner

ANSWER: b

8. Achieving organizational goals efficiently and effectively:
   a. is necessary to make logical decisions
   b. is the primary purpose of management
   c. ensures that all employees will work cohesively
   d. rarely occurs in private sector organizations

ANSWER: b

9. Which of the following refers to using resources wisely and in a cost-effective way?
   a. complexity
   b. effectiveness
   c. pervasiveness
   d. efficiency

ANSWER: d

10. Management can best be defined as:
   a. people working together to achieve a set of goals
   b. achieving organizational goals in an efficient and effective manner
   c. making the right decisions and successfully implementing them
   d. the set of processes used to get members of the organization to work together

ANSWER: b

11. When the right decisions are made and implemented, the management process is:
   a. controlled
   b. centralized
   c. effective
   d. efficient

ANSWER: c

12. Which of the following best describes an individual whose principal role involves planning, organizing, leading, and controlling organizational resources to achieve objectives?
   a. Executives
   b. Staff
   c. CEO
   d. Manager

ANSWER: d

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13. What is meant when we say managers must be efficient?
    a. using resources wisely and cost-effectively
    b. making the right decision at the right time
    c. successfully implementing decisions
    d. carrying out the management process

ANSWER: a

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

ANSWER: b

15. You are a manager at a retail company who notices a recent decline in sales and decide to implement a new marketing campaign to attract customers. To ensure the campaign is successful, the manager allocates specific tasks to team members, motivates them to meet deadlines, and monitors progress regularly. Which basic managerial activities are being demonstrated in this scenario?
    a. Planning and leading
    b. Organizing and controlling
    c. Planning, organizing, leading, and controlling
    d. Decision-making and leading

ANSWER: c

16. You just completed a project in which he determined goals for each of his employees and projects, and how best to achieve them. You engaged in:
    a. planning
    b. organizing
    c. managing
    d. controlling

ANSWER: a

17. Which of the following correctly lists all the basic management functions?
    a. decision making, controlling, leading, and coordinating
    b. planning, decision making, organizing, and controlling
    c. planning and decision making, leading, and organizing
    d. planning and decision making, organizing, leading, and controlling

ANSWER: d

18. Which is one of the four basic management functions, and requires determining how to group activities and resources?
    a. organizing
    b. disciplining
    c. improvising
    d. correcting

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ANSWER: a

19. Advertising and subscription revenues at U.S. newspapers have been decreasing. A CEO sets a goal of increasing revenues by 5 percent. The CEO is engaged in:

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

ANSWER: b

20. The purpose of planning and decision-making is to:

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

ANSWER: a

21. You allow your employees to make decisions that relate to their jobs, with the goal of furthering the interests of the organization. Which management function are you using when decentralizes the decision-making process?

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

ANSWER: c

22. A friend's organization allows employees to work remotely. This was accomplished by giving everyone a laptop for their home and access to online conferencing technology. What function of management is this?

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

ANSWER: a

23. When employees work remotely, conference calls and emails are used to check on their availability and productivity. Which function of management does this exemplify?

a. Organizing
b. Controlling
c. Coordinating
d. Leading

ANSWER: b

24. In the production department at Chelsea Milling Company, a sample of every product is taken at 15-minute intervals to ensure that standards are maintained. This is an example of:

a. planning
b. controlling

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c. leading
d. organizing

ANSWER: b

25. James Farley made several changes to the leadership culture at Ford by decentralizing decision-making, clarifying communication channels, and revamping the incentive system. Which aspect of leading is James Farley primarily addressing through these changes?
a. Motivating employees
b. Managing work groups and teams
c. Influencing others
d. Managing interpersonal relations and communication

ANSWER: c

26. Which of the following is an activity associated with the management function of controlling?
a. Setting a goal to increase sales by 25 percent next quarter.
b. Arranging units in an organization according to function.
c. Reviewing yesterday's production reports.
d. Choosing between two alternative communication systems.

ANSWER: c

27. What is involved in the managerial function of controlling?
a. Determining how best to group activities and resources.
b. Selecting a course of action from a set of alternatives.
c. Getting members of an organization to work together.
d. Monitoring an organization's progress toward its goals.

ANSWER: d

28. Which management function requires selecting the course of action that would most likely lead to success?
a. organizing
b. controlling
c. leading
d. reporting

ANSWER: d

29. What is often considered to be the most important and most challenging of all management activities?
a. decision making
b. organizing
c. controlling
d. leading

ANSWER: d

30. Your department was recently assigned a new project. Your next task on the project is to determine how his people and other resources will be allocated to the project. At this point, what managerial function are you tackling?
a. organizing

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b. applying
c. staffing
d. leading

ANSWER: a

31. When considering the basic management functions, decision making is part of what process?
a. organizing
b. controlling
c. leading
d. planning

ANSWER: d

32. Why is planning and decision making important to managers in an organization?
a. to coordinate day-to-day operations
b. to determine human resource needs
c. to determine how to allocate resources
d. to help contemporary organization grow in complexity

ANSWER: c

33. Which of the following is a benefit of planning?
a. It helps managers recognize their own weaknesses.
b. It helps managers better manage the weaknesses of employees.
c. It helps managers understand the relationships among the employees.
d. It helps managers know how to allocate their time and resources.

ANSWER: d

34. Which level of management would make the decision to do business with a foreign subsidiary?
a. first-line management
b. administrative management
c. middle-level marketing management
d. top management

ANSWER: d

35. Which of the following is an example of a first-line manager?
a. Chief Executive Officer
b. President
c. Supervisor
d. Chairman of The Board

ANSWER: c

36. In most organizations, which level of management contains the largest number of managers?
a. First-line Supervision
b. Administrative Management
c. Top Management

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d. Middle Management

ANSWER: d

37. Middle managers spend most of their time:

a. setting overall company goals

b. meeting with government officials

c. implementing plans of top managers

d. managing day-to-day operations

ANSWER: c

38. When editors ensure authors meet a deadline, the editors are working in which functional area?

a. marketing

b. finance

c. operations

d. human resources

ANSWER: c

39. Which of the following scenarios illustrates the role of a top manager in an organization?

a. A supervisor at a retail store organizes staff schedules and ensures daily sales targets are met.

b. A CEO meets with government officials to discuss regulations affecting the company's operations.

c. A regional manager ensures the company's marketing campaigns are implemented across their area.

d. A plant manager oversees inventory management and quality control in the manufacturing facility.

ANSWER: b

40. You are a regional manager at a coffee house responsible for overseeing operations in multiple states and ensuring that policies created by the head office are implemented effectively. Your role aligns most closely with which managerial level?

a. Top manager

b. First-line manager

c. Middle manager

d. Operations manager

ANSWER: c

41. Which activity is an example of a first-line manager's responsibilities?

a. Developing a new corporate strategy to expand into international markets.

b. Supervising a team of baristas and managing the day-to-day operations of a coffee shop.

c. Coordinating between department heads to implement a company-wide initiative.

d. Negotiating partnerships with external organizations for joint ventures.

ANSWER: b

42. A colleague's responsibilities include creating organizational goals and overall strategy for the organization. In terms of their level in the organization, what type of manager are they?

a. top manager

b. administrative

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c. middle manager
d. marketing

ANSWER: a

43. You are a manager at a textile company. You and your staff are focused on accounting, cash management, and investment activities. In which area of the company does your department work?
a. administrative
b. operations
c. finance
d. marketing

ANSWER: c

44. You are a manager at a mid-size hospital. You have basic familiarity with all functional areas necessary to manage the hospital. What type of manager are you?
a. administrative
b. top manager
c. financial
d. marketing

ANSWER: a

45. Which type of manager is primarily responsible for developing compensation systems and evaluating employee performance?
a. Marketing manager
b. Financial manager
c. Human resource manager
d. Administrative manager

ANSWER: c

46. As a middle manager, what might your job entail?
a. meeting officials from other organizations
b. implementing policies and plans
c. creating strategies and goals
d. overseeing day to day operation

ANSWER: b

47. Which field of management typically works with clients and consumers in areas such as new product development, promotion, and distribution?
a. marketing
b. financial
c. public relations
d. research and development

ANSWER: a

48. Which of the following roles would a manager most likely fulfill when attending a ribbon-cutting ceremony for a new company branch?

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

ANSWER: b

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

ANSWER: c

50. You are an executive responsible for maintaining good relations with environmental groups. You work with them to promote recycling of food packaging within the organization. You are filling the which of the following roles?
a. figurehead
b. leader
c. liaison
d. negotiator

ANSWER: c

51. The head of HR meets with union representatives to resolve a labor dispute. What managerial role was she fulfilling?
a. negotiator
b. figurehead
c. leader
d. entrepreneur

ANSWER: a

52. Which of the following roles is categorized as informational?
a. entrepreneur
b. liaison
c. leader
d. spokesperson

ANSWER: d

53. Which of the following roles is categorized as decisional?
a. leader
b. monitor
c. disseminator
d. entrepreneur

ANSWER: d

54. When a manager gathers feedback from subordinates and stays informed about external trends to guide decision-making, they are performing which role?

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a. Spokesperson
b. Monitor
c. Resource Allocator
d. Liaison

ANSWER: b

55. In which decisional role is a manager involved when resolving conflicts between two employees in their department?
a. Disturbance Handler
b. Entrepreneur
c. Negotiator
d. Resource Allocator

ANSWER: a

56. A manager allocating the department's budget across various projects is demonstrating which decisional role?
a. Negotiator
b. Entrepreneur
c. Resource Allocator
d. Disseminator

ANSWER: a

57. What type of managerial skill is most essential for building strong relationships with stakeholders both inside and outside the organization?
a. Conceptual Skills
b. Diagnostic Skills
c. Technical Skills
d. Interpersonal Skills

ANSWER: d

58. How does the conceptual skill of a manager primarily benefit an organization?
a. By enabling the manager to build strong interpersonal relationships
b. By helping the manager see the organization holistically and think strategically
c. By allowing the manager to efficiently delegate tasks to employees
d. By equipping the manager with the technical knowledge needed for tasks

ANSWER: b

59. Which skills are needed to understand or accomplish specialized tasks within an organization?
a. decisional
b. organizational
c. conceptual
d. technical

ANSWER: d

60. A manager who excels in technical skills is likely to perform which of the following tasks most effectively?
a. Resolving conflicts between employees

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b. Strategizing long-term organizational goals
c. Operating specialized equipment or applying specific knowledge
d. Negotiating with external partners

ANSWER: c

61. Which type of skills enable a manager to visualize the most appropriate response to a situation?
a. diagnostic
b. knowledge
c. conceptual
d. technical

ANSWER: a

62. As a team leader you notice declining morale among team members due to a heavy workload and lack of recognition. What action should you take to improve the situation?
a. Increase the workload further to encourage productivity.
b. Provide specific feedback and publicly recognize achievements.
c. Schedule individual meetings to reprimand underperforming team members.
d. Assign a new team leader to handle the situation.

ANSWER: b

63. As a manager you are tasked with implementing a new software system in their department. To ensure smooth adoption, which approach demonstrates strong communication and facilitation skills?
a. Distribute a manual and expect employees to self-learn.
b. Conduct training sessions and provide ongoing support.
c. Replace employees resistant to change with tech-savvy hires.
d. Delegate the entire implementation to the IT department.

ANSWER: b

64. A fellow employee consistently misses deadlines due to unclear priorities. How should their supervisor apply problem-solving skills to address the issue?
a. Issue a formal warning without further discussion.
b. Assign fewer tasks to the employee permanently.
c. Collaboratively review their workload and set clear priorities.
d. Monitor the employee closely without offering guidance.

ANSWER: c

65. What is the primary reason that managerial work is described as unpredictable?
a. Managers lack proper training and tools.
b. Managerial tasks often involve uncertainty, change, and interruption.
c. Managers avoid using systematic approaches.
d. The responsibilities of managers rarely involve decision-making.

ANSWER: b

66. As a manager at a tech company you need to balance meeting deadlines, making quick decisions, and resolving

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interpersonal conflicts among team members. Which characteristic of managerial work does this example illustrate?

a. The science of management
b. The art of management
c. The fragmented nature of managerial work
d. The need for technical expertise

ANSWER: c

67. How does education contribute to the development of managerial skills?

a. It guarantees expertise in all areas of management.
b. It provides managers with direct experience in handling real-life situations.
c. It serves as a foundation for understanding management concepts and theories.
d. It focuses solely on the technical aspects of management.

ANSWER: c

68. A manager at a retail company decides to implement a new sales strategy based on data analysis but also considers their intuition about customer behavior. Which aspect of management does this approach demonstrate?

a. The science of management
b. The art of management
c. A combination of the science and art of management
d. The scope of management

ANSWER: c

69. You are known to take a very scientific approach to management. When making decision, you seem to be:

a. subjective
b. logical
c. conceptual
d. intuitive

ANSWER: b

70. What are the two primary approaches to management?

a. Science and Art
b. Intuition and Experience
c. Analysis and Decision-making
d. Planning and Execution

ANSWER: a

71. Which of the following skills is most associated with the science of management?

a. Interpersonal skills
b. Communication skills
c. Diagnostic skills
d. Time-management skills

ANSWER: c

72. What does the art of management primarily rely on?

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a. Quantitative models
b. Personal insights and intuition
c. Technical and diagnostic skills
d. Market research

ANSWER: b

73. What is a common way that future managers acquire skills?
a. Reading management books
b. Following a mentor
c. A combination of education and experience
d. Observing others

ANSWER: c

74. Many managers are facing an increased work pace, less time to think through a decision, and more information to process. This can all be tied to which contemporary management challenge?
a. new technology
b. globalization
c. social responsibility
d. diversity

ANSWER: a

75. Your company is slowly recovering from the most recent economic recession. While the recession forced your firm to make tough decisions, it also enabled you to reframe the company initiatives. What might you have done during the recession that will make the company stronger in the long run?
a. manage increases in cost by expansion
b. expand on the job training
c. hire more employees at lower wages
d. streamline operating procedures

ANSWER: d

76. What is the term that describes differences among people?
a. norms
b. culture
c. diversity
d. personality

ANSWER: c

77. You have several open positions at your firm. What could the firm offer Millennial candidates to attract them to the firm?
a. flexibility in work arrangements
b. structure
c. long term opportunity
d. benefits that include retirement plans

ANSWER: a

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78. You are a manager the likes change. When people become complacent, you tries to shake things up to reenergize them. How do you likely see change management?
a. as a cause for alarm
b. as a way to attract new, long-term workers
c. as a way to improve the organization's social media reputation
d. as an opportunity
ANSWER: d

79. What is a significant demographic trend in the U.S. workforce?
a. Increased dominance of male workers in traditional female roles.
b. A rising number of retirees re-entering the workforce.
c. A decline in immigrant workers from Central America and Asia.
d. A significant reduction in female participation in the workforce.
ANSWER: b

80. Why is workforce diversity considered both an opportunity and a challenge for managers?
a. Diversity allows managers to avoid hiring specialized talent.
b. It simplifies organizational change and decision-making processes.
c. Diversity enhances effectiveness but requires managers to address varying needs and sensitivities.
d. It eliminates the need for new incentives and workplace adjustments.
ANSWER: c

81. Which of the following acts emphasized the importance of providing equal employment opportunities for people with various impairment?
a. the Norris-LaGuardia Act
b. the Act of Toleration
c. the Americans with Disabilities Act
d. the Occupational Safety and Health Act
ANSWER: c

82. Who among the following is an example of a yuppie?
a. Someone who enjoys flexibility on the job.
b. Someone who wants to start her own business.
c. Someone who graduated in 1986 and now works in a multinational company.
d. Someone a retiree of a government organization.
ANSWER: c

83. Which of the following brought renewed focus on diversity and increases sensitivity to diversity?
a. increase in the use of retirees in the workforce
b. decreasing age of the average worker
c. social unrest
d. women in the workforce
ANSWER: c

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84. Your company has been trying to create a more diverse workforce and is succeeding. What is the likely outcome of a more diverse workforce?

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

ANSWER: a

85. You are a new employee, considered to be part of Generation Y. What is he most likely to be attracted to when looking for a job?

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

ANSWER: b

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