**CHAPTER 1**

**MANAGEMENT TODAY**

Question type: True/False

1) Intellectual capital is a personal asset for individuals.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

2) Intellectual capital is defined as the collective and shared knowledge of an organization’s workforce.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

3) Intellectual capital = Competency x Commitment.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

4) Commitment represents one’s talents or job-relevant capabilities.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

5) A knowledge worker is a person whose physical capabilities are critical assets.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

6) Creativity and insight are critical assets to a knowledge worker.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

7) Tech IQ is the ability to use technology and the commitment to stay informed about the latest technological developments.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

8) Improvements in technology, the deregulation of markets, and the opening of national borders have had little impact on businesses in the United States and Europe.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom code: Knowledge

Difficulty: Medium

AACSB: Analytic

9) National boundaries are no longer thought of as a constraint in the world of business.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

10) Job migration refers to the shift of manufacturing and jobs from overseas to back home.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

11) Globalization refers to the worldwide interdependence of resource flows, product markets, and business competition that characterizes the new economy.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

12) The reach of the global economy means that countries and people are increasingly connected through media, information technology, travel, and lifestyles.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

13) If an act is legal then it follows that the act is also an ethical one.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

14) Ethics refers to a code of moral principles that sets standards of what is “good” or “right” as opposed to what is “bad” or “wrong.”

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

15) Integrity and ethical leadership must be practised at all organizational levels.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

16) Society is becoming more lenient in its expectations that social institutions conduct their affairs per high moral standards.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

17) Minorities constitute more than one-quarter of the Canadian population.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

18) Workforce diversity describes demographic differences among members of the workforce focusing primarily on income, social status, education, and experience.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

19) Prejudice is the display of negative opinions and attitudes about people who lack interpersonal or technical skills.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

20) Discrimination refers to an invisible barrier that limits the career advancement of women and minorities.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

21) The “glass-ceiling effect” limits the career advancement and promotion of women and visible minorities.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

22) The first leaf in the shamrock organization consists of a core group of “freelancers” and “independent contractors.”

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

23) Core workers, contract workers, and part-time workers are the employment patterns in the Irish shamrock model used by Charles Handy.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

24) In Charles Handy’s description of changing careers, a person who performs specific tasks as needed and is compensated on a fee-for-services basis is a known as a core worker.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

25) In a free-agent economy, people do not change jobs very often.

Answer: False

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

26) Since employment patterns are changing dramatically, people should maintain a “portfolio of skills” to increase their flexibility and job opportunities.

Answer: True

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

27) All organizations are open systems that interact with their environments.

Answer: True

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

28) An open system interacts with its environments to transform resource inputs into product outputs such as finished products and/or services.

Answer: True

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

29) An open system is a collection of subsystems that function independently from one another.

Answer: False

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

30) Organizations are complex systems with many interrelated parts functioning together to achieve common goals.

Answer: True

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

31) The open systems model focuses on the internal rather than external factors that transform resources into finished products.

Answer: False

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

32) Performance effectiveness is defined as the quantity and quality of outputs relative to the cost of inputs.

Answer: False

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

33) Any inefficiency in an organization reduces the cost of production.

Answer: False

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

34) Performance efficiency is an output measure of resource cost associated with goal accomplishment.

Answer: False

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

35) Productivity refers to the quantity or the amount of work that is performed by a group or team.

Answer: False

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

36) An organization that has good resource utilization and low goal attainment will be neither efficient or effective.

Answer: True

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Hard

AACSB: Analytic

37) A manager who emphasizes meeting production targets even if there is a cost overrun is more interested in performance efficiency than in performance effectiveness.

Answer: False

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

38) Some recent trends in managing organizations include: greater focus on command and control, concern for efficiency, and emphasis on individual performance.

Answer: False

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

39) In the context of current organizational trends, organizations and their members are networked for intense, real-time communication and coordination.

Answer: True

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

40) A manager is a person who supports, activates, and is responsible for the work of others.

Answer: True

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

41) Middle managers are in charge of overseeing the overall operations of an organization.

Answer: False

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

42) An example of a middle manager is a clinic director in a hospital who develops and implements action plans consistent with the objective set by the hospital’s higher-level executives.

Answer: True

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

43) The top managers of an organization constitute an executive team that is **not** accountable to any higher authority in the organization.

Answer: False

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

44) Top managers set strategy and lead an organization in a manner consistent with its purpose and mission.

Answer: True

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

45) Typical job titles for middle managers include department head, team leader, and supervisor.

Answer: False

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

46) A team leader is someone who coordinates complex projects with task deadlines while working with many persons within and outside the organization.

Answer: False

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

47) The responsibilities of a team leader or supervisor will include planning meetings and work schedules; recruiting, training, and developing team members to meet performance standards; and recommending pay increases for subordinates.

Answer: True

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

48) Staff managers are responsible for the work activities that make a direct contribution to the organization’s outputs.

Answer: False

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

49) Line managers are responsible for work that makes a direct contribution to an organization’s outputs.

Answer: True

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

50) Functional managers are primarily involved in using their special technical expertise to advise and support line workers.

Answer: False

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

51) Effective managers successfully help others achieve both high performance and satisfaction in their work.

Answer: True

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

52) Accountability flows upward in a traditional organizational structure or heirarchy.

Answer: True

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

53) The upside-down pyramid view of organizations shows customers at the top being served by workers who are supported by managers.

Answer: True

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

54) In an upside-down pyramid, the best managers are often known for “helping” and “supporting” rather than “directing” and “order-giving.”

Answer: True

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

55) Planning is the process of measuring work performance, comparing results to objectives, and taking corrective action as needed.

Answer: False

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

56) Organizing is the process of assigning tasks, allocating resources, and coordinating the activities of individuals and groups to implement plans.

Answer: True

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

57) Leading is the process of awakening people’s enthusiasm to work hard and inspiring their efforts to fulfill plans and accomplish objectives.

Answer: True

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

58) Controlling is the process of assigning tasks, allocating resources, and coordinating activities.

Answer: False

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

59) Through control, a manager identifies desired results and ways to achieve them.

Answer: False

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

60) In the management process, if the planning is impeccable, then there is no need for controlling.

Answer: False

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

61) The four management functions are planning, delegating, leading and controlling.

Answer: False

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

62) If an organization has a well-defined plan and strong leaders then the function of controlling is not required.

Answer: False

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

63) According to Mintzberg, a manager’s informational role is limited to that of a figurehead.

Answer: False

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

64) According to Mintzberg, as a monitor, a manager provides direction and instills enthusiasm.

Answer: False

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

65) Through agenda setting, good managers develop action priorities that include goals and plans that span both long-term and short-term time frames.

Answer: True

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

66) Networking is the process of building and maintaining positive relationships with people whose help may be needed to implement one’s work agendas.

Answer: True

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

67) Lifelong learning is the ability to translate knowledge into action that results in desired performance.

Answer: False

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

68) A technical skill is the ability to work well in cooperation with other persons, whereas a human skill is the ability to view a situation broadly and solve problems to the benefit of all concerned.

Answer: False

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

69) Emotional intelligence is the ability to recognize, understand and manage feelings while working with others.

Answer: True

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

70) Important managerial roles include giving, receiving, and analyzing information; interacting with people inside and outside the work unit; and using information to make decisions to solve problems or address opportunities.

Answer: True

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Reflective Thinking

71) A person high in emotional intelligence does not usually sense when another person’s emotions are negatively influencing a relationship.

Answer: False

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

Question type: Multiple Choice

72) In today’s workplace, careers are being defined in terms of

a) flexibility, free agency, skill portfolios, and entrepreneurship.

b) free agency, entrepreneurship, skill portfolios, and control.

c) skill portfolios, free agency, entrepreneurship, and competitiveness.

d) free agency, skill portfolios, entrepreneurship, and diversity.

e) entrepreneurship, free agency, skill portfolios, and traditional values.

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

73) In addition to initiative and discipline, career success today requires

a) continuous learning.

b) aggressiveness.

c) competitiveness.

d) a strong sense of tradition.

e) assertiveness.

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

74) The changing mix of ages and attitudes in the workplace is evidenced by which of the following survey results?

a) 60% of millennials will change their first job after three years

b) 72% of college students want a job where they can make an impact

c) 45% of millennials are strong team players compared to 55% of baby boomers

d) all of the above.

e) none of the above

Answer: d

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

75) \_\_\_\_\_\_\_\_is the collective brainpower or shared knowledge of a workforce that can be used to create value.

a) Social capital

b) Intellectual capital

c) Workforce diversity

d) Productivity

e) Competency

Answer: b

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

76) Which of the following best defines competency?

a) how hard one works to apply their talents and capabilities to the task at hand

b) one’s talents and job-related capabilities

c) shared knowledge of an organization’s employees

d) both a and b

e) a and c

Answer: e

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

77) The intellectual capital equation states: Intellectual Capital =

a) Competency × Commitment.

b) Competency ÷ Commitment.

c) Knowledge × Concept.

d) Knowledge ÷ Concept.

e) Intellect × Talent.

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

78) \_\_\_\_\_\_\_\_represents one’s willingness to work hard in applying one’s capabilities to important tasks.

a) Intellect

b) Productivity

c) Commitment

d) Effectiveness

e) Competency

Answer: c

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

79) The *conceptual age* as outlined by Daniel Pink theorizes that the most successful individuals will be those who?

a) are creative and "right-brain" thinkers

b) hold “whole mind” competencies

c) have “high concept” and “high touch” skills

d) all of the above

e) none of the above

.

Answer: d

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

80) The members of a \_\_\_\_\_\_\_\_team are most likely to hold meetings, access common databases, share information and files, make plans, and solve problems together, all without ever meeting face to face.

a) virtual

b) specialized

c) cross-functional

d) self-managed

e) formal

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Technology

81) The fourth industrial age is characterized by.

a) technological advancements in energy industries

b) the rise of electronics, telecommunications and computers

c) the Internet, automation and robotics are change drivers

d) the rise of alternative energy sources and expanded space exploration

e) the decline of traditional manufacturing processes

Answer: c

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Technology

82) \_\_\_\_\_\_\_\_is the worldwide interdependence of resource flows, product markets, and business competition.

a) Collectivism

b) Globalization

c) Nationalization

d) Diversification

e) Orientalism

Answer: b

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Diversity

83) A consequence of globalization is.

a) reshoring

b) job migration

c) job concentration

d) loss of competitive advantage

e) loss of ethics

Answer: b

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

84) Which of the following best defines the term Tech IQ?.

a) the ability to use current technologies at work and in your personal life, combined with the commitment to keep yourself updated as technology continues to evolve

b) the ability to meet, access common databases, share information and files, make plans and decisions, solve problems, and complete tasks without ever meeting face to face.

c) the ability to apply expertise and perform a special task with proficiency

d) the ability to think analytically and achieve integrative problem solving

e) the ability to manage ourselves and our relationships effectively

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

85) Which of the following statements does **not** accurately describe the impact of the global economy?

a) The world is increasingly arranged in regional economic blocks.

b) Government leaders in our global economy are concerned about the competitiveness of nations.

c) The national boundaries of business are disappearing.

d) Countries and peoples are increasingly interconnected.

e) There is less economic interdependence between nations.

Answer: e

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

86) In today’s world, consumers find that their customer service call is answered in Ghana, their CAT scan is read by a radiologist in India, and their income tax return is prepared by an accountant in the Philippines. This has become possible primarily due to \_\_\_.

a) collectivism

b) the glass-ceiling effect

c) regional trade agreements

d) globalization

e) distributed leadership

Answer: d

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

87) Job migration occurs primarily

a) when firms shift jobs from one country to another.

b) due to an ecological fallacy.

c) when workforce diversity increases.

d) when workers refrain from moving from their home country to another country.

e) due to an increase in the productivity of the workforce.

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

88) Which of the following is an advantage of reshoring?

a) It helps safeguard the intellectual property of a firm.

b) It shifts jobs from home countries to the overseas outlets of a firm.

c) It increases the cost of transportation.

d) It increases globalization.

e) It increases job migration.

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

89) Which of the following is defined as a code of moral principles that sets standards for what is “good” and “right” as opposed to “bad” and “wrong” in the conduct of a person or group?

a) synergy

b) ethics

c) behaviour

d) cohesiveness

e) individualism

Answer: b

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

90) Which of the following is **not** anindicator of ethical practice in an organization?

a) strong corporate governance policies and practices

b) emphasizing social responsibility and sustainability policies and practices

c) strong internal audit policies and practices

d) internal legal counsel

e) formal code of conduct policy

Answer: d

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Comprehension

Difficulty: Hard

AACSB: Reflective Thinking

91) \_\_\_\_\_\_\_\_describes the differences among workers in terms of gender, race, age, ethnicity, religion, sexual orientation, and able-bodiedness.

a) Ethics

b) Workforce diversity

c) Masculinity-femininity

d) Creative economy

e) Competency

Answer: b

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

92) Jonas, an employee of Pluto Inc., thinks that business leaders should only be men. Due to this, he holds a grudge against his current manager, who is a woman.. Jonas often displays defiant behaviour at the workplace. His behaviour is an example of \_\_\_.

a) prejudice

b) whistleblowing

c) subordination

d) harassment

e) bullying

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Application

Difficulty: Medium

AACSB: Reflective Thinking

93) Differences among members of the workforce––such as age, gender, religion, national origin, sexual orientation, and able-bodiedness––are characteristics of \_\_\_.

a) racial discrimination

b) workforce diversity

c) workforce demographics

d) workforce planning and development

e) human resource management

Answer: b

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

94) Displaying negative, irrational opinions and attitudes toward members of diverse populations is considered to be \_\_\_.

a) discrimination

b) unethical

c) illegal

d) prejudice

e) immoral

Answer: d

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

95) Treating minority members unfairly and denying them the full benefits of organizational membership is called \_\_\_.

a) prejudice

b) discrimination

c) the glass-ceiling effect

d) stereotyping

e) bias

Answer: b

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

96) Which of the following corporate positions ensures that the work environment utilizes the talents of all employees and allows them to learn and grow in their careers? .

a) CEO

b) CFO

c) CDO

d) CPA

e) CIO

Answer: c

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

97) The \_\_\_\_\_\_\_\_effect is an invisible barrier limiting career advancement of women and visible minorities.

a) ecological fallacy

b) masculinity-femininity

c) job migration

d) nationalization

e) glass-ceiling

Answer: e

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

98) Nicola is the most qualified candidate for the job of marketing manager at Lean Inc. However, the recruiters do **not** hire her because they feel that a woman would not be able to handle the responsibilities associated with such a senior position. This is an example of the \_\_\_\_\_\_\_\_effect.

a) ecological fallacy

b) globalization

c) job migration

d) glass-ceiling

e) nationalization

Answer: d

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Application

Difficulty: Medium

AACSB: Reflective Thinking

99) Glenn refused to promote Carmelia to the position of a global manager because she belonged to a minority community. He was of the opinion that her ethnic identity would limit her from working effectively and that it would make the company’s clients uncomfortable. Which attitude has Glenn displayed in his decision?

a) discrimination

b) favouritism

c) opportunism

d) prejudice

e) incompetency

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Application

Difficulty: Hard

AACSB: Reflective Thinking

100) A well-known business executive is fired for **not** revealing a personal financial interest in a project that will significantly benefit company profits. This executive’s action is an example of \_\_\_.

a) corporate social responsibility

b) opportunistic behaviour

c) violating managerial ethics

d) adhering to company policies

e) dishonesty

Answer: c

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Application

Difficulty: Medium

AACSB: Reflective Thinking

101) When a company’s managerial accountability includes supporting employment opportunities and upward mobility for women, minorities, disabled persons, and seniors, the company is \_\_\_.

a) providing good working conditions for employees

b) practicing ethical behaviour

c) valuing workforce diversity

d) operating according to the Business Fairness and Civil Equities Act

e) promoting differential treatment for some people

Answer: c

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

102) In the 21st century, which ethical expectation is an organization and its stakeholders **not** likely to encounter?

a) the expectation of treating customers right and acting in ways consistent with society’s values

b) the expectation of sustainable development and protection of the natural environment

c) the expectation of protecting consumers through product safety and fair practices

d) the expectation of protecting human rights, including employment policies and practices

e) the expectation that shareholders’ interests and profitability are the primary considerations when organizations make decisions affecting the environment

Answer: e

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Reflective Thinking

103) The typical characteristic of a(n) \_\_\_\_\_\_\_\_is that they typically operate with a core group of full-time long-term workers supported by others who work on contracts and part-time.

a) shamrock organization

b) ad hoc team

c) combined task force

d) project team

e) joint task force

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

104) Which of the following is the defining characteristic of a free-agent economy?

a) People often change jobs, with many working on independent contracts with a shifting mix of employers.

b) The structure is totally centralized, and the leader makes all key decisions while most communication is done by one on one conversations.

c) It consists of boundary-less organizations whose employees communicate only through the virtual media.

d) In this system, organizations are exempted from tax, given that they use [surplus revenues](http://en.wikipedia.org/wiki/Economic_surplus) to achieve their goals rather than distribute them as profit.

e) The structure is fully functional, and it consists of long-term employees who are mostly concerned with their respective areas of interest.

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

105) The typical career in the 21st century \_\_\_.

a) won’t be uniformly full-time and limited to a single organization.

b) will require skills to be portable and of value to more than one employer.

c) will require skills to be carefully maintained and upgraded over time.

d) all of the above

e) none of the above

Answer: d

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

106) According to Charles Handy, the Irish shamrock can be used to describe the changing employment patterns in organizations of \_\_\_.

a) full-time workers, part-time workers, and temporary workers

b) contract workers, full-time workers, and core employees

c) core workers, contract workers, and part-time workers

d) skilled workers, unskilled labourers, and contract workers

e) technical employees, unskilled labourers, and skilled workers

Answer: c

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

107) According to Charles Handy, a \_\_\_\_\_\_\_\_is a person who pursues a traditional career path.

a) temporary skilled worker

b) contract worker

c) part-time worker

d) core worker

e) manager

Answer: d

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

108) Which of the following is **not** considered a career survival skill?

a) Entrepreneurship

b) Networking

c) Mastery

d) Technology

e) Life-long learning

Answer: e

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

109) Which of the following is **not** one of the critical survival skills for the new workplace that is identified in the text?

a) entrepreneurship

b) love of technology

c) marketing

d) teamwork

e) mastery

Answer: d

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

110) In Charles Handy’s shamrock concept, the second leaf of the shamrock is comprised of which of the following?

a) freelancers

b) independent contractors

c) temporary, part-time workers

d) a and b only

e) a, b and c

Answer: d

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

111) Which of the following statements holds true for the term self-management?

a) It is a skill that involves being able to recognize one’s own strengths.

b) This skill involves ignoring one’s own shortcomings.

c) It is a skill that involves taking help from others for assessing oneself realistically.

d) It involves hiring managers to help improve one’s personal development.

e) This skill does not require one to be responsible for his or her actions.

Answer: a

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Comprehension

Difficulty: Easy

AACSB: Analytic

112) Allen, a salesman at a retail store, is a quick learner and knows how to handle customers. He could become an assistant manager if he wasn’t reluctant to take on more responsibility and always looked for ways to leave work early. Which of the following skills does Allen lack, for his career advancement?

a) competence

b) commitment

c) knowledge

d) aptitude

e) analytical

Answer: b

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Application

Difficulty: Medium

AACSB: Reflective Thinking

113) To survive in the new workplace, people must do all of the following **except**

a) be able to contribute something of value to their employers.

b) have links with peers and others inside and outside the organization in order to get things done.

c) be able to communicate personal and work group successes and progress.

d) act as if they are running their own businesses.

e) have an extensive knowledge of information technology.

Answer: e

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

114) \_\_\_\_\_\_\_\_helps in maintaining connectivity with people that in turn helps with job searches and career advancement.

a) Commitment

b) Self-management

c) Social networking

d) Performance efficiency

e) Job migration

Answer: c

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.1 Working Today

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

115) An organization is a \_\_\_.

a) collection of people working on the same projects

b) collection of people working together to achieve a common purpose

c) collection of people reporting to the same manager

d) collection of people working in different departments

e) collection of people working together in a business

Answer: b

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

116) Providing value-added \_\_\_\_\_\_\_\_and/or \_\_\_\_\_\_\_\_is a broad purpose that all organizations share.

a) information; resources.

b) skills; knowledge.

c) goods; services.

d) structures; technology.

e) information technology; training.

Answer: c

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

117) \_\_\_\_\_\_\_\_is increasingly viewed as a source of organizational strength and performance advantage.

a) Making a profit and providing a high return to shareholders

b) Producing quality products and services and providing customer satisfaction

c) Producing goods and services for worldwide consumption

d) Making the highest return on investment and having the greatest profitability

e) Diversification through mergers and acquisitions

Answer: b

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

118) Organizations are complex systems composed of \_\_\_.

a) various subsystems, each of which works for separate goals

b) sets of organizational policies and processes

c) many interdependent parts that function together to achieve a common purpose

d) different groups or units working for the same organization

e) completely independent subsystems that interact with their environments

Answer: c

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

119) Which of the following is a typical characteristic of an open system organization?

a) It is an organization that is convened for a specific purpose and disbands when its task is completed.

b) It is a system where each member has the authority to make decisions about how they share and complete their work.

c) It is a system where communication flows only between individual members and a hub.

d) It is a system in which subgroups have limited communication with one another.

e) It is a system that transforms resource inputs from the environment into product outputs.

Answer: e

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

120) Which of the following accurately describes an open system organization?

a) An open system is used to share and exchange information across organizational boundaries.

b) An open system is a collection of subsystems that are not connected to the external environment.

c) An open system is one of many systems that have a positive impact on employee satisfaction.

d) An open system interacts with the external environment in a continual process of transforming resource inputs into product outputs in the form of finished goods and/or services.

e) An open system treats its employees as an important asset.

Answer: d

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Comprehension

Difficulty: Hard

AACSB: Analytic

121) Which of the following statements accurately describes the interactions of an open system organization with its environment?

a) The environment provides resource inputs including finished goods and/or services.

b) The organization creates a transformation process for turning resource inputs into outputs.

c) The environment consumes product outputs including people, money, materials, technology, and information.

d) Resource inputs affect product outputs through a feedback loop.

e) Workflows are part of the resource inputs.

Answer: b

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

122) If an operation adds value to the original cost of resource inputs, not-for-profit organizations \_\_\_\_\_\_\_\_and business organizations \_\_\_.

a) earn a profit; increase shareholder value

b) benefit society; earn a profit

c) earn a profit; promote corporate social responsibility

d) increase shareholder value; promote corporate governance

e) promote corporate social responsibility; increase market share

Answer: b

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

123) \_\_\_\_\_\_\_\_refers to the quantity and quality of work performance, with resource utilization taken into account.

a) Effectiveness

b) Efficiency

c) Profitability

d) Productivity

e) Organizational performance

Answer: d

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

124) \_\_\_\_\_\_\_\_is an output measure of a task or goal.

a) Commitment

b) Productivity

c) Competency

d) Performance efficiency

e) Performance effectiveness

Answer: e

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

125) \_\_\_\_\_\_\_\_is an input measure of a task or goal.

a) Commitment

b) Productivity

c) Competency

d) Performance efficiency

e) Performance effectiveness

Answer: d

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

126) The annual productivity report of Papyrus Inc. states that it has achieved the targets it had set for the year 2021. However, in this process, much of its resources have been wasted, and the amount spent on resources is more than the estimated amount. Its productivity has been

a) effective and efficient.

b) neither effective nor efficient.

c) not effective but efficient.

d) effective but not efficient.

e) stagnant in terms of efficiency and effectiveness.

Answer: d

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

127) The annual productivity report of Papyrus Inc. states that it has not achieved the targets it had set for the year 2021. However, in this process, Papyrus found that it also did not waste its resources. Its productivity has been

a) effective and efficient.

b) neither effective nor efficient.

c) not effective but efficient.

d) effective but not efficient.

e) stagnant in terms of efficiency and effectiveness.

Answer: c

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

128) The annual productivity report of Papyrus Inc. states that it has achieved the targets it had set for the year 2021, and in the process Papyrus did not waste its resources. Its productivity has been

a) effective and efficient.

b) neither effective nor efficient.

c) not effective but efficient.

d) effective but not efficient.

e) stagnant in terms of efficiency and effectiveness.

Answer: a

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

129) The annual productivity report of Papyrus Inc. states that it has not achieved the targets it had set for the year 2021, and in the process, Papyrus wasted much of its resources. Its productivity has been

a) effective and efficient.

b) neither effective nor efficient.

c) not effective but efficient.

d) effective but not efficient.

e) stagnant in terms of efficiency and effectiveness.

Answer: b

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

130) Bumblebee is a toy manufacturing company; and while the company has been effective in managing its resources without any waste, its productivity efficiency report shows a decrease in the year 2021 when compared to the previous year. This outcome indicates that its productivity is \_\_\_.

a) efficient but not effective

b) neither effective nor efficient

c) effective and efficient

d) effective but not efficient

e) stagnant

Answer: a

Learning Objective 1: Describe what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

131) Collin, a trainee with an event management firm, was asked to coordinate the designing, production, and installment of banners and posters for an upcoming project. He was assigned a particular amount of money for this purpose. Collin completed the job in time but exhausted his resources. He made a request for additional funds to make the remaining payments to the vendors. In which of the following ways can Collin’s performance be categorized?

a) effective but not efficient

b) effective and efficient

c) neither effective nor efficient

d) not effective but efficient

e) essential but not effective

Answer: a

Learning Objective 1: Describe what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Application

Difficulty: Medium

AACSB: Reflective Thinking

132) The productivity of a company is neither efficient nor effective when its

a) goals are not achieved, and resources are wasted.

b) goals are achieved, and resources are not wasted.

c) goals are achieved however resources are wasted.

d) performance effectiveness is high.

e) goals are not achieved nor are resources wasted.

Answer: a

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

133) The productivity of a company is effective and efficient if its

a) goals are not achieved, and resources are wasted.

b) goals are achieved, and resources are not wasted.

c) goals are achieved however resources are wasted.

d) performance effectiveness is low.

e) goals are not achieved nor are resources wasted.

Answer: b

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

134) \_\_\_\_\_\_\_\_is an output measure of task or goal accomplishment.

a) Job satisfaction

b) Competency

c) Performance effectiveness

d) Performance efficiency

e) Tech IQ

Answer: c

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

135) A measure of the resource cost associated with goal accomplishment is called \_\_\_.

a) performance efficiency

b) productivity

c) return on Investment

d) performance effectiveness

e) value creation

Answer: a

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

136) Which of the following statements does **not** accurately describe the impact of resource utilization and goal attainment on organizational performance?

a) When resource utilization is poor and goal attainment is low, organizational performance is neither effective nor efficient.

b) When resource utilization is good and goal attainment is low, organizational performance is efficient but not effective.

c) When resource utilization is poor and goal attainment is high, organizational performance is effective but not efficient.

d) When resource utilization is good and goal attainment is high, organizational performance is both effective and efficient.

e) Organizational performance is unaffected by poor versus good resource utilization and low versus high goal attainment.

Answer: e

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Comprehension

Difficulty: Hard

AACSB: Analytic

137) A manager who emphasizes cost containment, even at the expense of missing production targets, is more interested in \_\_\_\_\_\_\_\_than in \_\_\_.

a) performance efficiency; performance effectiveness

b) performance effectiveness; performance efficiency

c) productivity; performance efficiency

d) productivity; performance effectiveness

e) productivity; profitability

Answer: a

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Application

Difficulty: Hard

AACSB: Reflective Thinking

138) The difference between performance effectiveness and performance efficiency is that the

a) former is an output measure of goal accomplishment and the latter is an input measure of the resource costs associated with goal accomplishment.

b) former focuses on resource utilization and the latter focuses on the quantity and quality of work performance.

c) former emphasizes machine efficiency, while the latter emphasizes human capital.

d) former emphasizes the performance of the team as a whole and the latter emphasizes the performance of the individual employees.

e) former leads to a decrease in customer satisfaction, while the latter reduces productivity.

Answer: a

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Reflective Thinking

139) Mathilda, who works for an insurance company, has the capacity to sell fifteen insurance policies a day. However, she sells only ten insurance policies a day. This is an example of \_\_\_.

a) information asymmetry

b) the glass-ceiling effect

c) inefficiency

d) an ecological fallacy

e) the functional chimneys problem

Answer: c

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Application

Difficulty: Medium

AACSB: Reflective Thinking

140) Emphasis on teamwork, pre-eminence of technology, and concern for work-life balance are examples of

a) performance effectiveness

b) performance efficiency

c) productivity

d) current organizational trends

e) none of the above

Answer: d

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

141) Which of the following is true in the context of present-day organizational trends?

a) Workers are more tolerant of hierarchy.

b) Little attention is paid to preservation of natural resources.

c) There is a greater focus on valuing human capital.

d) Organizations are less horizontal in focus.

e) Traditional top-down bosses are popular.

Answer: c

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

142) A manager may be defined as \_\_\_.

a) someone who directly supports and helps activate the work efforts and performance accomplishments of others

b) someone who is loyal to the organization

c) someone who is responsible for directing and/ supervising lower-level employees

d) someone who is part of the organizational hierarchy

e) someone who tries to produce as much output with as little personal input as possible

Answer: a

Learning Objective 1: Describe what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

143) When managers are classified according to hierarchical levels in the organization they are described as \_\_\_.

a) project and product managers

b) global and domestic

c) top, middle, and team leaders or supervisors

d) functional, staff, and line

e) administrative and general

Answer: c

Learning Objective 1: Describe what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

144) \_\_\_\_\_\_\_\_are responsible for the performance of the organization as a whole or of one of its major parts.

a) Top managers

b) Middle managers

c) Team leaders or supervisors

d) Functional managers

e) Project managers

Answer: a

Learning Objective 1: Describe what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

145) Which of the following statements does **not** accurately describe the activities of top managers?

a) Top managers pay special attention to the external environment.

b) Top managers are alert to potential long-run problems and opportunities and develop appropriate ways of dealing with them.

c) Top managers are responsible for an organizations large departments or divisions.

d) Top managers create and communicate long-term vision.

e) Top managers ensure that strategies and objectives are consistent with the organization’s mission.

Answer: c

Learning Objective 1: Describe what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

146) \_\_\_\_\_\_\_\_are in charge of relatively large departments or divisions consisting of several smaller work units.

a) Top managers

b) Middle managers

c) Team leaders or supervisors

d) General managers

e) Project managers

Answer: b

Learning Objective 1: Describe what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

147) In not-for-profit organizations such as hospitals or universities, a \_\_\_\_\_\_\_\_is responsible for the management of the organization.

a) team leader

b) board of trustees

c) middle manager

d) chief executive officer

e) department head

Answer: b

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

148) Who elects the members of the board of directors?

a) top managers

b) shareholders

c) middle managers

d) first-line managers

e) senior staff

Answer: b

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

149) To which of the following categories does the chief financial officer (CFO) of an organization typically belong?

a) board of directors

b) middle managers

c) first-line managers

d) top managers

e) board of trustees

Answer: d

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

150) An organization’s chief information officer (CIO) is in the \_\_\_\_\_\_\_\_\_\_category.

a) board of directors

b) middle managers

c) first-line managers

d) top managers

e) board of trustees

Answer: d

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

151) Hospital clinic directors, university deans, and corporate division managers are all examples of which manager category?

a) functional

b) middle

c) first-line

d) top

e) staff

Answer: b

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

152) \_\_\_\_\_\_\_\_are in charge of guiding the performance of an organization as a whole or one of its major departments or divisions.

a) Top managers

b) Board of directors

c) Middle managers

d) First-line managers

e) Board of trustees

Answer: a

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

153) The middle managers of an organization

a) are in charge of the organization as a whole.

b) are appointed by the shareholders of an organization.

c) oversee the work of large departments.

d) hold titles such as department head, team leader, or supervisor.

e) constitute an executive team that reports to the board.

Answer: c

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

154) Which statement about middle management is true?

a) Middle management includes executives and vice presidents.

b) Middle managers work with top managers and coordinate with peers to develop and implement action plans to accomplish organizational objectives.

c) Middle managers develop high-level action plans for implementation by people at lower levels in the organization.

d) Middle managers do not have other managers reporting to them.

e) Middle managers constitute the first level of an organization’s hierarchy of authority.

Answer: b

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

155) A \_\_\_\_\_\_\_\_is a person who is in charge of a small work group composed of non-managerial workers.

a) general manager

b) line manager

c) team leader

d) middle manager

e) functional manager

Answer: c

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

156) The responsibilities of team leaders and supervisors include all of the following **except**

a) encouraging high performance and teamwork.

b) informing team members about organizational goals and expectations.

c) developing and implementing action plans for large departments or divisions.

d) informing higher levels of team needs and accomplishments.

e) coordinating with other teams and supporting their work efforts.

Answer: c

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

157) \_\_\_\_\_\_\_\_pursue work-unit performance objectives that are consistent with higher-level organizational goals.

a) Top managers

b) Middle managers

c) Team leaders or supervisors

d) Functional managers

e) General managers

Answer: c

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

158) Managers who have responsibility for work activities that make a direct contribution to producing the organization’s product or service are called \_\_\_.

a) general managers

b) line managers

c) middle managers

d) staff managers

e) project managers

Answer: b

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

159) Managers who use special technical expertise to support the efforts of line workers are called \_\_\_.

a) line managers

b) staff managers

c) project managers

d) general managers

e) administrators

Answer: b

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

160) \_\_\_\_\_\_\_\_managers use their special technical expertise to support the efforts of \_\_\_\_\_\_\_\_managers.

a) General; functional

b) Administrative; project

c) Higher‑level; lower‑level

d) Staff; line

e) Line; staff

Answer: d

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

161) A manager who has responsibility for a single area of activity in the organization is a\_\_\_.

a) staff manager

b) line manager

c) functional manager

d) general manager

e) project manager

Answer: c

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

162) A manager who is responsible for complex organizational units that include many functional areas of activity is \_\_\_.

a) an administrator

b) a staff manager

c) a supervisor

d) a team leader

e) a general manager

Answer: e

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

163) A plant manager who oversees the purchasing, manufacturing, warehousing, sales, and personnel functions may be described as a(n) \_\_\_.

a) general manager

b) administrator

c) functional manager

d) staff manager

e) project manager

Answer: a

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

164) Team leaders ideally report to the \_\_\_.

a) top managers

b) board of directors

c) board of trustees

d) first-line managers

e) middle managers

Answer: e

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

165) \_\_\_\_\_\_\_\_directly contribute to producing an organization’s goods or services.

a) Line managers

b) Staff managers

c) Top managers

d) Middle managers

e) Trustees

Answer: a

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

166) Addison is the sales manager of a firm whose responsibility is limited to the sphere of marketing. Addison’s job profile indicates that Addison is a \_\_\_\_\_\_\_\_of the firm.

a) director

b) general manager

c) trustee

d) shareholder

e) functional manager

Answer: e

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

167) Kelsey oversees all the operations of a firm, from purchasing to manufacturing to human resources to finance and accounting functions. Kelsey is the \_\_\_\_\_\_\_\_of the firm.

a) general manager

b) line manager

c) functional manager

d) team leader

e) director

Answer: a

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

168) Job titles such as chief operating officer (COO), chief executive officer (CEO), or vice president are commonly used by \_\_\_\_\_\_\_\_in organizations.

a) board members

b) top managers

c) team leaders

d) middle managers

e) functional managers

Answer: b

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

169) A manager in a public or not-for-profit organization might be referred to as a(n) \_\_\_.

a) director

b) president

c) administrator

d) team leader

e) trustee

Answer: c

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

170) \_\_\_\_\_\_\_\_is the requirement of one person to answer to a supervisor about the performance in their area of responsibility.

a) Productivity

b) Competency

c) Performance effectiveness

d) Accountability

e) Performance efficiency

Answer: d

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

171) The organizational requirement for one person to answer to a higher authority for performance results in his or her area of work responsibility is known as \_\_\_.

a) productivity

b) quality management

c) accountability

d) chain of command

e) performance management

Answer: c

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

172) Truly effective managers utilize organizational resources in ways that result in both \_\_\_\_\_\_\_\_and \_\_\_.

a) high-performance outcomes; high levels of satisfaction for the workers

b) high-performance outcomes; high returns to the shareholders

c) high-quality products or services; high returns to the shareholders

d) high profit margins; large market shares

e) high returns to the shareholders; high levels of satisfaction for the workers

Answer: a

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

173) Which of the following demonstrates corporate governance in an organization?

a) A board of directors holds the top management accountable for organizational performance.

b) Minority members are denied the full benefits of organizational membership.

c) The traditional top-down “do as I say” form of management prevails.

d) Top managers guide the performance of an organization as a whole.

e) Team leaders report to middle managers about the performance of the non-managerial workers.

Answer: a

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

174) \_\_\_\_\_\_\_\_is the overall quality of human experiences in the workplace.

a) Productivity

b) Competency

c) Performance effectiveness

d) Quality of work life

e) Performance efficiency

Answer: d

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

175) Which statement about quality of work life (QWL) is **false?**

a) QWL expresses true respect for people at work.

b) QWL is part of all manager’s accountability.

c) QWL provides for protection of individual rights.

d) QWL deals with human resource utilization in the performance process.

e) QWL changes very little during tough economic times.

Answer: e

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

176) Which of the following questions was posted by Jeffrey Pfeffer**?**

a) Why do we give so much attention to human sustainability and ‘organizational effects on employee health and mortality”?

b) Why don’t we give more attention to human sustainability and ‘organizational effects on employee health and mortality”?

c) Why don’t we give equal attention to human sustainability and ‘organizational effects on employee health and mortality”?

d) Why do we give equal attention to human sustainability and ‘organizational effects on employee health and mortality”?

e) Why don’t we give more attention to human sustainability and ‘organizational effects on shareholder expectations”?

Answer: b

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Hard

AACSB: Analytic

177) The upside-down pyramid view of organizations shows

a) managers at the top being in charge of the overall operations of the organization.

b) customers at the top being served by workers who are supported by managers.

c) that board of directors can hold top management accountable for organizational performance.

d) that operating and front-line workers are at the bottom of the pyramid followed by the middle managers.

e) that the primary job of top executives is to preserve the resources of the company.

Answer: b

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

178) Kendall has been promoted to one of the company’s top managerial positions and needs to set new goals and missions for the team. Which of the following functions will Kendall ideally carry out in this new capacity?

a) Make decisions regardless of a difference of opinion with his superiors.

b) Be attentive to any potential long-run problems and opportunities.

c) Take control of divisions consisting of several smaller work units.

d) Reduce the quality and quantity of inputs to increase the outputs.

e) Take charge of a small work group composed of non-managerial workers.

Answer: b

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Application

Difficulty: Hard

AACSB: Reflective Thinking

179) Ryan works in a private firm and manages the accounts department with a team of four junior accountants. In this scenario, Ryan would be categorized as a \_\_\_.

a) line manager

b) boundary spanner

c) functional manager

d) general manager

e) non-managerial worker

Answer: c

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Application

Difficulty: Hard

AACSB: Reflective Thinking

180) Which of the following is typically the first step of the management process?

a) organizing

b) analyzing

c) leading

d) controlling

e) planning

Answer: e

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

181) Which of the following is **not** one of the four management process functions?

a) organizing

b) analyzing

c) leading

d) controlling

e) planning

Answer: b

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

182) In the context of the management process, \_\_\_\_\_\_\_\_is the process of setting objectives and determining what should be done to accomplish them.

a) organizing

b) inspiring

c) leading

d) planning

e) controlling

Answer: d

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

183) In the context of the management process, organizing is the process of

a) setting objectives and determining what should be done to accomplish them.

b) assigning tasks, allocating resources, and coordinating work activities.

c) preparing team members to achieve closure and disband.

d) measuring performance and taking action to ensure desired results.

e) motivating team members to increase team cohesiveness to ensure the occurrence of groupthink.

Answer: b

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

184) In the context of the management process, leading primarily involves

a) setting objectives and determining what should be done to accomplish them.

b) assigning tasks, allocating resources, and coordinating work activities.

c) arousing enthusiasm and inspiring efforts to achieve strong performance reach goals.

d) preparing team members to achieve closure and disband.

e) developing action priorities for accomplishing goals and plans.

Answer: c

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

185) In the context of the management process, which of the following best describes the process of controlling?

a) Setting objectives and determining what should be done to accomplish them.

b) Assigning tasks, allocating resources, and coordinating work activities.

c) The process of arousing enthusiasm and inspiring efforts to achieve goals.

d) Measuring performance and taking action to ensure desired results.

e) Developing action priorities for accomplishing goals and plans.

Answer: d

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

186) The CEO of a large retail store chain has decided to sell off or close some of the locations that are not profitable. This is an example of the management function referred to as \_\_\_.

a) delegating

b) planning

c) organizing

d) leading

e) controlling

Answer: b

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

187) Leslie assigns Morgan a project to be completed by the end of the month and then holds periodic meetings to review Morgans’ progress. Which of the management functions is Leslie performing?

a) delegating

b) planning

c) organizing

d) leading

e) controlling

Answer: e

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

188) Assigning tasks, allocating resources, and arranging the coordinated activities of individuals and groups to implement plans describes the management function of \_\_\_.

a) delegating

b) planning

c) organizing

d) leading

e) controlling

Answer: c

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

189) Inspiring and motivating employees to work hard and supporting their efforts to fulfill plans and accomplish objectives describes the management function of \_\_\_.

a) planning

b) organizing

c) motivating

d) leading

e) controlling

Answer: d

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

190) The owner of OFC, a small, family-owned business that manufactures and markets organic fruit spreads, has hired eight students to help during the summer season. The students were divided into two groups. The first group, led by Parker prepares the fruit for cooking. The second group led by Riley packs the filled and cooled jars into boxes. When the owner meets with Parker to find out why the group is not preparing the fruit as quickly as was expected, the owner is engaged in which management function?

a) planning

b) organizing

c) leading

d) motivating

e) controlling

Answer: c

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Hard

AACSB: Analytic

191) OFC is a small, family-owned business that manufactures and markets fruit spreads. Every day at break time, the owner of the company randomly selects a jar from inventory to serve to the employees. Each employee samples the spread and evaluates its quality. This is an example of \_\_\_.

a) planning

b) organizing

c) leading

d) controlling

e) delegating

Answer: d

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

192) According to Mintzberg, which of the following is a function of a manager’s informational role.

a) leader

b) disturbance handler

c) disseminator

d) entrepreneur

e) resource allocator

Answer: c

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

193) In accordance with the set of managerial roles outlined by Mintzberg, as a monitor, a manager is required to

a) scan for information.

b) provide direction.

c) handle budgets.

d) forge agreements.

e) share information.

Answer: a

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

194) According to Mintzberg, the interpersonal roles of a manager primarily involve

a) the giving, receiving, and analyzing of information.

b) providing direction and instilling enthusiasm.

c) handling budgets and distributing resources.

d) making deals and forging agreements.

e) interacting with people inside and outside the work unit.

Answer: e

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

195) According to Mintzberg, as a resource allocator, a manager is mainly involved in

a) the giving, receiving, and analyzing of information.

b) providing direction and instilling enthusiasm.

c) handling budgets and distributing resources.

d) making deals and forging agreements.

e) interacting with people inside and outside the work unit.

Answer: c

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

196) Henry Mintzberg identified a set of roles that managers perform. These roles are grouped into which of the following three categories?

a) interpersonal, strategic, and decisional

b) strategic, informational, and authoritarian

c) interpersonal, informational, and decisional

d) supervisory, authoritarian, and decisional

e) supervisory, informational, and strategic

Answer: c

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

197) According to Henry Mintzberg, managerial roles that involve interactions with people inside and outside the work unit are called \_\_\_.

a) informational roles

b) interpersonal roles

c) decisional roles

d) technical roles

e) human roles

Answer: b

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

198) Being an entrepreneur, disturbance handler, resource allocator, and negotiator are part of the \_\_\_\_\_\_\_\_roles of a manager.

a) decisional

b) informational

c) interpersonal

d) monitoring

e) allocation

Answer: a

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

199) Shannon, a manager at Worth Industries and fluent in Mandarin, acts as a translator for the company’s clients in China. Which of the following roles of a manager is Shannon performing in this scenario?

a) resource allocator

b) monitor

c) spokesperson

d) leader

e) disturbance handler

Answer: c

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Application

Difficulty: Medium

AACSB: Reflective Thinking

200) As a manager, Rachel made sure that her employees’ morale was always high by conducting open discussions on projects, initiating programs to help employees deal with various aspects of their lives, and acknowledging the work they were doing. Which of the following functions of management is being executed by Rachel?

a) planning

b) organizing

c) controlling

d) leading

e) measuring

Answer: d

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Application

Difficulty: Hard

AACSB: Reflective Thinking

201) A volleyball coach must identify which players are best-suited for each position on the team and how the assembly of the larger unit will allow for the plays or strategies to be successfully executed. Placing just one player into a position in which he or she is not best-suited or does not understand the responsibility attached, may have adverse effects on the entire team’s ability to complete a play or strategy. The volleyball coach is performing the management function of \_\_\_.

a) planning

b) leading

c) controlling

d) organizing

e) following

Answer: d

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

202) Greer is the manager of a hardware store and inspires the employees by working alongside them through the holidays, encouraging them to voice their opinions, suggestions, and concerns and works hard to encourage a positive attitude among all of the employees. Greer is performing the management function of \_\_\_.

a) planning

b) leading

c) controlling

d) organizing

e) following

Answer: b

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

203) After reviewing sales reports, Hayden, a sales manager, sees that sales representatives were **not** meeting their sales targets. Hayden realized that the number of customers assigned to each sales representative was too much and did not allow each sales representative sufficient time with each customer. As a result, Hayden decided to hire at least two more sales representatives. Hayden is performing the management function of \_\_\_.

a) planning

b) leading

c) controlling

d) organizing

e) following

Answer: c

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

204) When general managers develop action priorities for their jobs that include goals and plans spanning short-term and long-term time frames, they are performing the \_\_\_\_\_\_\_\_\_\_\_\_activity.

a) agenda setting

b) leading

c) motivating

d) controlling

e) information processing

Answer: a

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

205) \_\_\_\_\_\_\_\_primarily involves developing action priorities for accomplishing goals and plans.

a) Organizing

b) Agenda setting

c) Capitalizing

d) Information scanning

e) Controlling

Answer: b

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

206) The process of creating positive relationships with people who can help advance agendas is referred to as \_\_\_.

a) organizing

b) networking

c) capitalizing

d) allocating

e) controlling

Answer: b

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

207) Which of the following best describes social capital?

a) A unique form of ethical entrepreneurship that seeks novel ways to solve pressing social problems.

b) The ability to manage ourselves and our relationships effectively.

c) A capacity to create positive relationships with people who can help advance agendas.

d) The capacity to get things done with the support and help of others.

e) The ability to think analytically to diagnose and solve complex problems.

Answer: d

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

208) Which of the following best describes learning?

a) A change in behaviour that results from experience.

b) The capacity to get things done with the support and help of others.

c) The process of measuring performance and taking action to ensure desired results.

d) The ability to use expertise to perform a task with proficiency.

e) The ability to think analytically and achieve integrative problem solving.

Answer: a

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

209) Which of the following best describes lifelong learning?

a) A change in behaviour that results from experience.

b) The process of constantly learning from all experiences and opportunities.

c) The process of measuring performance and taking action to ensure desired results.

d) The ability to use expertise gained from past experiences to perform a task with proficiency.

e) The ability to think analytically and achieve integrative problem solving.

Answer: B

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

210) A(n) \_\_\_\_\_\_\_\_is the ability to translate knowledge into action that results in desired performance.

a) concept

b) commitment

c) agenda

d) process

e) skill

Answer: e

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

211) A technical skill is the ability to

a) work well in cooperation with other people.

b) focus on the “soft” skills at work.

c) use expertise to perform a task with proficiency.

d) think analytically and diagnose and solve complex problems.

e) manage ourselves and our relationships effectively.

Answer: c

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

212) According to Robert Katz, which of these managerial skills is least important to a top manager?

a) technical skills

b) organizational skills

c) administrative skills

d) conceptual skills

e) supervisory skills

Answer: a

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

213) According to Robert Katz, which of these managerial skills is considered most important to a top manager?

a) technical skills

b) organizational skills

c) administrative skills

d) conceptual skills

e) supervisory skills

Answer: d

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

214) Tristan is calculating the departments’ inventory turnover statistics for the most recent quarter. Tristan is drawing mainly on \_\_\_\_\_\_\_\_skills.

a) supervisory

b) conceptual

c) creative

d) technical

e) strategic

Answer: d

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Application

Difficulty: Easy

AACSB: Analytic

215) Dakota, the manager of a company that manufactures carpets has a reputation for being open and supportive in dealing with employees. Employees can feel free to talk to Dakota about any problems they have. Dakota is demonstrating

a) a technical skill.

b) a human skill.

c) a communicative skill.

d) an administrative skill.

e) a conceptual skill.

Answer: b

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

216) A prospective employer asks Grayson, “What kind of contribution can you make to our company with your knowledge?” The employer is focusing on Grayson’s \_\_\_\_\_\_\_\_skills.

a) human

b) conceptual

c) interpersonal

d) critical thinking

e) technical

Answer: e

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

217) Knowing how to write a business plan, using statistics to analyze data from a market survey, and preparing visual aids for a presentation are part of a manager’s \_\_\_\_\_\_\_\_skills.

a) peripheral

b) technical

c) human

d) conceptual

e) advanced

Answer: b

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

218) A(n) \_\_\_\_\_\_\_\_skill is the ability to think analytically to diagnose and solve complex problems.

a) conceptual

b) human

c) technical

d) kinesthetic

e) interpersonal

Answer: a

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

219) Human skills are also referred to as \_\_\_\_\_\_\_\_skills.

a) conceptual

b) interpersonal

c) technical

d) emotional

e) intellectual

Answer: b

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

220) Which of the following is a defining characteristic of a manager with good human skills?

a) capacity to break problems into smaller parts

b) knowing how to write a business plan

c) a high degree of emotional intelligence

d) expertise at handling budgets and distributing resources

e) ability to inspire efforts to achieve goals

Answer: c

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

221) A(n) \_\_\_\_\_\_\_\_skill refers to the ability to work well in cooperation with other people.

a) conceptual

b) technical

c) emotional

d) human

e) analytical

Answer: d

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

222) An important component of \_\_\_\_\_\_\_\_is the ability to manage ourselves and our relationships effectively, which is also known as \_\_\_.

a) human skills; emotional intelligence

b) human skills; self-management

c) informational roles; self-management

d) emotional intelligence; interpersonal roles

e) emotional intelligence; interactional skills

Answer: a

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

223) The degree of importance associated with \_\_\_\_\_\_\_\_skills remains relatively consistent across all levels of management.

a) technical

b) human

c) diagnostic

d) conceptual

e) analytical

Answer: b

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

224) \_\_\_\_\_\_\_\_is the ability to manage ourselves and our relationships effectively.

a) Conceptual skill

b) Technical skill

c) Tech IQ

d) Emotional intelligence

e) Critical thinking

Answer: d

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

225) Which statement concerning the relative importance of technical, human, and conceptual skills at different management levels is true?

a) Their relative importance tends to be about the same at each managerial level.

b) Technical skills are of greatest importance for middle managers.

c) Conceptual skills are most important for top managers.

d) Human skills are of greatest importance for lower-level managers.

e) Technical skills are not needed at all by top managers.

Answer: c

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

226) A manager who is using spreadsheet software to prepare a departmental budget is exercising a \_\_\_\_\_\_\_\_skill.

a) supervisory

b) conceptual

c) creative

d) technical

e) strategic

Answer: d

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Comprehension

Difficulty: Easy

AACSB: Analytic

227) Taylor is the new COO of a large hotel chain. After assessing the hotel chain’s operations, Taylor drew up a proposal of needed changes for management, including how those changes would affect the hotel and its employees, new job responsibilities, new performance measures, and the training that would be required. Taylor is using \_\_\_\_\_\_\_\_to help the hotel’s management have a better understanding of the impact the changes.

a) human skills

b) technical skills

c) conceptual skills

d) analytical skills

e) interpersonal skills

Answer: c

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

228) Alex is a software engineer and develops games for Supergamer.com. Which of the following skills is Alex most likely to use in order to fulfill the job responsibilities?

a) financial skills

b) gross motor skills

c) interpersonal skills

d) human skills

e) technical skills

Answer: e

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

229) Morgan, a marketing manager at Tesron Automobiles, is discussing an automobile concept with the design team, and the discussion quickly turns argumentative. Morgan, diffuses the argument by diverting the group’s attention to another topic. This scenario illustrates that Morgan has a high degree of \_\_\_.

a) technical skills

b) critical thinking

c) marketing skills

d) emotional intelligence

e) cognitive intelligence

Answer: d

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

230) Which of the following essential management skills is equally important to all levels of management?

a) technical skills

b) critical thinking skills

c) human skills

d) emotional intelligence skills

e) cognitive intelligence skills

Answer: c

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Application

Difficulty: Medium

AACSB: Analytic

231) A personal SWOT analysis does **not** include which of the following elements?

a) Strengths

b) Threats

c) Opportunities

d) Weaknesses

e) Technical

Answer: e

Learning Objective 1: Summarize how we learn and use essential skills for career success.

Section Reference: 1.5 Learning How to Manage

Bloom’s: Application

Difficulty: Easy

AACSB: Analytic

Question type: Essay

232) Why is job migration considered to be a negative side effect of globalization? How is it being dealt with in Canada?

Answer: One controversial side effect of globalization is job migration, the shifting of jobs from one country to another. The Canadian economy has been a net loser to job migration while countries like China, India, and the Philippines have been net gainers. Politicians and policymakers regularly debate the high costs of job migration as local workers lose jobs, and their communities lose economic vitality. One side looks for new government policies to stop job migration and protect the jobs of Canadian workers. The other side calls for patience, believing that the national economy will strengthen and grow jobs in the long run as the global economy readjusts.

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Reflective Thinking

233) Explain why advanced technology has made “networks” and “networking” increasingly important to organizations today.

Answer: More and more, job searches are using multi-media resumes, online networking sites, and electronic portfolios that display skills and job qualifications. Many employers responding to one survey report using social networking sites in recruitment efforts and say that they are now checking the online profiles of their job applicants.

Learning Objective 1: Summarize the challenges of developing and maintaining career readiness in the new economy

Section Reference: 1.1 Working Today

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Reflective Thinking

234) Briefly describe what an organization and what a manager is? Why do organizations need managers?

Answer: An organization is a collection of people working together to achieve a common purpose. A manager is a person in an organization who supports and is responsible for the work performance of one or more other persons. Every manager’s job includes the responsibility of helping other people to achieve high performance. Without this help, the efforts of the organization’s members probably would not be coordinated sufficiently to achieve the organization’s common purpose.

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Comprehension

Difficulty: Hard

AACSB: Reflective Thinking

235) Explain the nature of productivity, performance effectiveness, and performance efficiency; and describe the interrelationships among these concepts.

Answer: Productivity is the quantity and quality of work performance with resource utilization considered. Productivity reflects both performance effectiveness and performance efficiency. Performance effectiveness is a measure of task or goal accomplishment. Performance efficiency is a measure of the resource costs associated with goal accomplishment; it is a measure of outputs realized compared to inputs consumed. Effectiveness does not guarantee efficiency or vice versa. An organization can be effective but not efficient, efficient but not effective, neither effective nor efficient, or both effective and efficient. To be truly productive an organization must be both effective and efficient.

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

236) Presented in the textbook were seven organizational trends and transitions. List and define each of these trends.

Answer: Here are some of the changes in present organizational trends:  
Focus on valuing human capital: The premium is on high-involvement work settings that rally the knowledge, experience, and commitment of all members.  
Demise of “command-and-control.” Traditional top-down “do as I say” bosses are giving way to participatory bosses who treat people with respect.  
Emphasis on teamwork: Organizations are more horizontal in focus and driven by teamwork that pools talents for creative problem solving.  
Pre-eminence of technology: New developments in computer and information technology continually change the way organizations operate and how people work.  
Importance of networking: Organizations and their members are networked for intense, real-time communication and coordination.  
New workforce expectations: A new generation of workers is less tolerant of hierarchy, more informal, attentive to performance merit, and concerned for work-life balance.  
Priorities on sustainability: Social values show more attention to the preservation of natural resources for future generations and understanding how work affects human well-being.

Learning Objective 1: Describe what organizations are like as work settings.

Section Reference: 1.2 Organizations

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic

237) List and briefly describe each of the four levels of hierarchical structure in a typical business organization.

Answer: At the highest levels of business organizations, we find the board of directors whose members are elected by shareholders to represent their ownership interests. In not-for-profit organizations such as a hospital or university, this level is often called a board of trustees, and it may be elected by local citizens, appointed by government bodies, or invited by existing members.  
The top managers including the chief executive officer (CEO), chief operating officer (COO), chief financial officer (CFO), chief information officer (CIO), chief diversity officer (CDO), president, and vice president constitute an executive team that reports to the board and is responsible for the performance of an organization as a whole or for one of its larger parts.  
Middle managers report to top managers and are in charge of relatively large departments or divisions consisting of several smaller work units. Examples are clinic directors in hospitals; deans in universities; and division managers, plant managers, and regional sales managers in businesses. Middle managers work with top managers, coordinate with peers, and support lower levels to develop and pursue action plans that implement organizational strategies to accomplish key objectives.  
Team leaders report to middle managers and supervise non-managerial workers.

Learning Objective 1.3: Discuss what it means to be a manager.

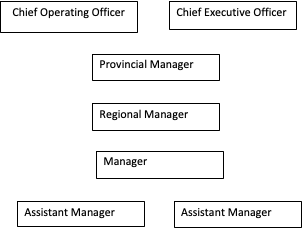
Section Reference: 1.3 Managers

Bloom’s: Comprehension

Difficulty: Easy

AACSB: Analytic

238) Richard is the manager of a local bookstore. The bookstore has a chain of stores across Canada. The basic organizational structure is depicted in the chart.



Based on this diagram, answer the following questions:  
a) What level of manager is Richard? Explain.  
b) Is Richard a line or a staff manager? Explain.  
c) Is Richard a general or a functional manager? Explain.  
d) Explain Richard’s role within the context of the upside-down pyramid view of an organization.  
e) Describe what Richard’s day may be like?  
f) Describe how Richard will use the managerial skills in his job. Which of these skills is the most important?

Answer: a) Richard is a supervisor. He has one level of management working below him (assistant managers) and many levels above him.  
b) Richard is a line manager. His work directly contributes to the organization’s output.  
c) Richard is a general manager. He hires employees, creates marketing campaigns and orders inventory.  
d) In the upside-down pyramid view of an organization, as a manager, Richard would be known more for “helping” and “supporting” than for “directing” and “order giving.” He will be well informed regarding the needs of those reporting to or dependent on him. Richard will often be found providing advice and developing the support needed for others to perform to the best of their abilities. Basically, in the upside-down pyramid view, Richard’s job is to support the workers.  
e) Richard’s day will be very busy. He will look after staff problems, handle employee absences, work at a hectic pace, be interrupted frequently and communicate using a variety of media.  
f) Richard will use his technical skills by creating marketing campaigns, hiring staff, scheduling, accounting and using the computerized ordering system. Richard will use his human skills by interacting with his employees, customers, and bosses. He will use his conceptual skills by analyzing book sales, creating training programs for the staff, and problem-solving high staff turnover. The most important skill for Richard is technical.

Learning Objective 1.3: Discuss what it means to be a manager.

Section Reference: 1.3 Managers

Bloom’s: Comprehension

Difficulty: Hard

AACSB: Analytic

239) List and briefly describe the four different management functions. For each function provide an example of a task or activity representative of that function.

Answer: The four functions of management in what is called the management process are—planning, organizing, leading, and controlling.

|  |  |  |
| --- | --- | --- |
| **Function** | **Description** | **Example** |
| Planning | The process of setting performance objectives and determining what actions should be taken to accomplish them. Through planning, a manager identifies desired results and ways to achieve them. | Preparing a budget for the organization, department or division.  Setting a plan to reduce employee turnover. |
| Organizing | The process of assigning tasks, allocating resources, and coordinating work activities. | Setting up a committee to find ways to reduce employee turnover; or a committee to revamp an information system. The committee would set a chair, assigns roles, tasks and deliverables. |
| Leading | The process of arousing enthusiasm and inspiring efforts to achieve goals. | Setting up an employee recognition program; setting up a mentorship program |
| Controlling | the process of measuring performance and taking action to ensure desired results. | Using variance reports to identify cost over-runs and savings. Documenting employee absentee rates and reasons |

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Comprehension

Difficulty: Medium

AACSB: Analytic

240) Discuss the various roles performed by a manager.

Answer: The managerial roles fall into three categories—informational, interpersonal, and decisional roles.  
A manager’s informational roles involve the giving, receiving, and analyzing of information. A manager fulfilling these roles will be a monitor, scanning for information; a disseminator, sharing information; and a spokesperson, acting as official communicator. The interpersonal roles involve interactions with people inside and outside the work unit. A manager fulfilling these roles will be a figurehead, modelling and setting forth key principles and policies; a leader, providing direction and instilling enthusiasm; and a liaison, coordinating with others. The decisional roles involve using information to make decisions to solve problems or address opportunities. A manager fulfilling these roles will be a disturbance handler, dealing with problems and conflicts; a resource allocator, handling budgets and distributing resources; a negotiator, making deals and forging agreements; and an entrepreneur, developing new initiatives.

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Easy

AACSB: Analytic

241) Describe the various challenges that managers face in the 21st century workplace. To what extent are you, as a future manager, prepared to meet each of these challenges? Explain your answer.

Answer: The challenges that managers must face in the 21st century work environment include the following:  
Intellectual capital – intellectual capital and knowledge workers increasingly drive organizations; since knowledge constantly becomes obsolete, everyone is under pressure to learn and continually apply new knowledge.  
Globalization – economic competitiveness is a challenge of worldwide scope.  
Technology – the availability and ease of transferring information is affecting organizational work environments and the very nature of business itself.  
Diversity – organizations and their members are being challenged to deal positively with differences among people; meeting this challenge creates strategic opportunity.  
Ethics – modern society expects managers and leaders in all organizations to conduct their affairs according to high moral standards.  
Careers – careers will be different and everyone must be concerned with developing their skill portfolios to remain valuable resources to organizations.  
  
Each student should assess his/her own level of competency with respect to dealing with these challenges, as well as why he/she is/isn’t prepared to meet these challenges.

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Synthesis

Difficulty: Medium

AACSB: Reflective Thinking

242) Define each of the four functions of management and Mintzberg’s ten managerial roles. Describe how Mintzberg’s managerial roles might be used in performing the four functions of management.

Answer: The four functions of management are planning, organizing, leading, and controlling. Planning is the process of setting objectives and determining what actions should be taken to accomplish them. Organizing is the process of assigning tasks, allocating resources, and arranging and coordinating the activities of individuals and groups to implement plans. Leading is the process of arousing people’s enthusiasm to work hard and direct their efforts to fulfill plans and accomplish objectives. Controlling is the process of measuring work performance, comparing results to objectives, and taking corrective action as needed.   
  
Mintzberg’s managerial roles include the following: (a) interpersonal roles (figurehead, leader, and liaison) involve interactions with people inside and outside the work unit; (b) informational roles (monitor, disseminator, and spokesperson) involve giving, receiving, and analyzing information; and (c) decisional roles (entrepreneur, disturbance handler, resource allocator, and negotiator) involve using information to make decisions, solve problems, or address opportunities.  
  
While all ten managerial roles might be used at one time or another in performing each of the four functions of management, many of them are more likely to be used in carrying out certain managerial functions. The entrepreneurial role, for instance, is closely linked to the managerial function of planning. In this role, direction is being set for the organization. The liaison, disseminator, and resource allocator roles are closely associated with organizing. The figurehead, leader, and spokesperson roles are closely aligned with leading. The monitor role is related primarily to controlling.

Learning Objective 1.4: Explain the functions, roles, and activities of managers.

Section Reference: 1.4 The Management Process

Bloom’s: Knowledge

Difficulty: Medium

AACSB: Analytic