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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. The nature of management is to control and dictate the actions of others in an organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 2. The rise of virtual work has led to a decline in organizational hierarchies.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 3. Technological advances have resulted in employees becoming more empowered.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 4. Today’s effective managers rely on “management by keeping tabs” and play the role of a controller instead of an enabler.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 5. The nature of management is to \_\_\_\_\_\_\_\_\_\_ to cope with diverse and far-reaching challenges.   |  |  |  | | --- | --- | --- | |  | a. | coordinate others | |  | b. | force others | |  | c. | terminate workers who are not able | |  | d. | singlehandedly attempt | |  | e. | analyze failures |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 6. To help people do and be their best, today's effective managers are:   |  |  |  | | --- | --- | --- | |  | a. | controllers. | |  | b. | autocratic. | |  | c. | enablers. | |  | d. | competitive. | |  | e. | stabilizers. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 7. \_\_\_\_\_\_\_\_\_\_ is a growing tool for managers to enhance s communication and collaboration in support of empowered or bossless work environments.   |  |  |  | | --- | --- | --- | |  | a. | Autocratic leadership | |  | b. | Culture | |  | c. | Cybercrime | |  | d. | Virtual work | |  | e. | Social media |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 8. One of the important ideas in the text's definition of management is:   |  |  |  | | --- | --- | --- | |  | a. | the management functions of planning, organizing, leading, and controlling. | |  | b. | the attainment of societal goals. | |  | c. | effectiveness is more important than efficiency. | |  | d. | management is unique to for-profit organizations. | |  | e. | efficiency is more important than effectiveness. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 9. Which of the following is a characteristic of a traditional management approach?   |  |  |  | | --- | --- | --- | |  | a. | Managers play the role of an enabler. | |  | b. | Managers supervise individuals. | |  | c. | Managers constantly mobilize for change. | |  | d. | Managers lead and empower teams. | |  | e. | Managers encourage conversation and collaboration. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 10. Managers in today's work environment rely less on \_\_\_\_\_\_\_\_\_\_ and more on \_\_\_\_\_\_\_\_\_\_ leadership.   |  |  |  | | --- | --- | --- | |  | a. | coordination and communication; control and command | |  | b. | autocratic; empowering | |  | c. | empowerment and innovation; productivity and efficiency | |  | d. | effectiveness and efficiency; quality and profit | |  | e. | ethics and social responsibility; profit and cost-savings |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 11. The nature of \_\_\_\_\_\_\_\_\_\_ is to motivate and coordinate others to cope with diverse and far-reaching challenges.   |  |  | | --- | --- | | *ANSWER:* | management | |

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| 12. \_\_\_\_\_\_\_\_\_\_ is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources.   |  |  | | --- | --- | | *ANSWER:* | Management | |

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| 13. Define management and describe two important ideas expressed in the definition.   |  |  | | --- | --- | | *ANSWER:* | Management is defined as the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources. The two important ideas expressed include the four functions of management and the attainment of organizational goals in an effective and efficient manner. | |

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| 14. The process of management in the workplace is changing. In the past, a manager's task was to achieve organizational goals by maintaining tight control over his or her employees while standardizing procedures to maintain stability. Today's managers are asked to empower employees while encouraging collaboration and innovation. Contrast today's workforce with the workforce of the past. What developments in present society necessitate a shift in management style? Can you foresee other management style changes on the horizon?   |  |  | | --- | --- | | *ANSWER:* | ​People in today's society want to feel like they are making a valuable contribution in the workplace; they are much less likely to relinquish "control" to their manager. They often demand more flexibility and creativity in their work situation because their lives are fast-paced, unpredictable, and increasingly mobile. Today's managers have to accomplish more with fewer resources. They recognize the value of being an enabler rather than a controller, using an empowering leadership style, and enlisting the cooperation of willing workers who are part of a team. Improved communication techniques, use of social media, and the increase in off-site workers will surely force even more changes related to management style in the future. | |

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| 15. Recognizing the value of employees involves the organizing role of management.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 16. Allocating resources across the organization is part of the organizing management function.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 17. How an organization goes about accomplishing a plan is a key part of the management function of controlling.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 18. Where the organization wants to be in the future and how to get there defines controlling.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 19. The use of influence to motivate employees to achieve the organization's goals refers to controlling.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 20. Organizing means identifying goals for future organizational performance and deciding on the tasks and use of resources needed to attain them.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 21. Controlling involves monitoring employees' activities, determining whether the organization is moving toward its goals, and making corrections as necessary.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 22. Leading is the use of influence to motivate employees to achieve organizational goals.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 23. Regina, owner and operator of a small restaurant, believes that her most important task as a manager is establishing goals for the restaurant and deciding what must be done to achieve them. This involves which aspect of what managers do?   |  |  |  | | --- | --- | --- | |  | a. | Organizing | |  | b. | Motivating and communicating | |  | c. | Measuring | |  | d. | Developing people | |  | e. | Setting objectives |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 24. When senior managers at Gap Inc. decided to become the number one service-quality clothing company in the world, they were engaging in the management function of:   |  |  |  | | --- | --- | --- | |  | a. | planning. | |  | b. | organizing. | |  | c. | leading. | |  | d. | controlling. | |  | e. | dreaming. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 25. Which of the following is a function of management?   |  |  |  | | --- | --- | --- | |  | a. | Human resources | |  | b. | Raw materials | |  | c. | Efficiency | |  | d. | Planning | |  | e. | Effectiveness |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 26. Robert, a top-level manager at an advertising agency, spends a significant part of his work day identifying goals for future organizational performance and deciding how to use resources to attain these goals. This involves which management function?   |  |  |  | | --- | --- | --- | |  | a. | Controlling | |  | b. | Leading | |  | c. | Organizing | |  | d. | Planning | |  | e. | Delegating |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 27. Selecting goals and ways to attain them refers to:   |  |  |  | | --- | --- | --- | |  | a. | controlling. | |  | b. | planning. | |  | c. | organizing. | |  | d. | staffing. | |  | e. | leading. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 28. Which of the following best describes organizing?   |  |  |  | | --- | --- | --- | |  | a. | Assigning responsibility for task accomplishment | |  | b. | Using influence to motivate employees | |  | c. | Monitoring activities and making corrections | |  | d. | Selecting goals and ways to attain them | |  | e. | None of these |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 29. Which of the following is not a function of management?   |  |  |  | | --- | --- | --- | |  | a. | Planning | |  | b. | Controlling | |  | c. | Organizing | |  | d. | Leading | |  | e. | Performing |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 30. How an organization goes about accomplishing a plan is a key part of the management function of:   |  |  |  | | --- | --- | --- | |  | a. | planning. | |  | b. | organizing. | |  | c. | leading. | |  | d. | controlling. | |  | e. | motivating. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 31. When Terry Doyle of CommuniCom, Inc. created smaller, more independent maintenance units, he was performing the function of:   |  |  |  | | --- | --- | --- | |  | a. | controlling. | |  | b. | human relations skills. | |  | c. | leading. | |  | d. | organizing. | |  | e. | resourcing. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 32. Using influence to motivate employees describes which of the following functions?   |  |  |  | | --- | --- | --- | |  | a. | Controlling | |  | b. | Planning | |  | c. | Leading | |  | d. | Monitoring | |  | e. | Organizing |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 33. \_\_\_\_\_\_\_\_\_\_ is the use of influence to motivate employees to achieve organizational goals.   |  |  |  | | --- | --- | --- | |  | a. | Leading | |  | b. | Controlling | |  | c. | Organizing | |  | d. | Planning | |  | e. | Staffing |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 34. Amanda Rowley, president of Autos-R-Us, recognizes the factory employees for their outstanding performance at the monthly awards banquet on the shop floor by presenting a plaque and a check for $100. She is engaging in the management function of:   |  |  |  | | --- | --- | --- | |  | a. | bribery. | |  | b. | organizing. | |  | c. | technical skills. | |  | d. | leading. | |  | e. | controlling. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 35. The public relations nightmare from the U.S. Secret Service in 2015 has been attributed to a breakdown in which managerial function?   |  |  |  | | --- | --- | --- | |  | a. | Controlling | |  | b. | Leading | |  | c. | Organizing | |  | d. | Planning | |  | e. | Delegating |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 36. Monitoring activities and making corrections are part of:   |  |  |  | | --- | --- | --- | |  | a. | organizing. | |  | b. | planning. | |  | c. | leading. | |  | d. | staffing. | |  | e. | controlling. |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 37. Tool Techies, Inc. uses phone surveys of customers to gather information about service and quality. This is an example of the management function of:   |  |  |  | | --- | --- | --- | |  | a. | planning. | |  | b. | technical skills. | |  | c. | organizing. | |  | d. | controlling. | |  | e. | conceptual skills. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 38. \_\_\_\_\_\_\_\_\_\_ is the management function concerned with monitoring employees' activities, determining whether the organization is moving toward its goals, and making corrections as necessary.   |  |  |  | | --- | --- | --- | |  | a. | Planning | |  | b. | Resource allocation | |  | c. | Controlling | |  | d. | Organizing | |  | e. | Efficiency |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 39. When Troy measures his employees' performance and compares their performance against the goals he set for them, he is performing which of the following functions?   |  |  |  | | --- | --- | --- | |  | a. | Staffing | |  | b. | Leading | |  | c. | Organizing | |  | d. | Controlling | |  | e. | Planning |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| **Scenario - Barry Miller**  ​  ​The promotion to first-line manager took place just six weeks ago for Barry Miller. He was well-qualified for the promotion, but the new job still required a lot of training. One of the challenges has been to coordinate his team’s production with the needs of the sales department and with the availability of raw materials from his suppliers. Setting priorities and developing schedules to accomplish the work is a part of Barry's job that he has really enjoyed. The challenges to maintain high rapport and to build a strong team with his employees have already brought him a lot of satisfaction. In reflecting about the last six weeks, Barry concludes that he is very happy about his new job. |

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| 40. In his job, Barry needs to:   |  |  |  | | --- | --- | --- | |  | a. | plan. | |  | b. | organize. | |  | c. | lead. | |  | d. | control. | |  | e. | do all of these. |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 41. \_\_\_\_\_\_\_\_\_\_ is identifying goals for future organizational performance and deciding on the tasks and use of resources to attain them.   |  |  | | --- | --- | | *ANSWER:* | Planning | |

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| 42. \_\_\_\_\_\_\_\_\_\_ involves assigning tasks, grouping tasks into departments, delegating authority, and allocating resources across the organization.   |  |  | | --- | --- | | *ANSWER:* | Organizing | |

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| 43. The management function that involves the use of influence to motivate employees to achieve organizational goals is referred to as \_\_\_\_\_\_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | leading | |

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| 44. \_\_\_\_\_\_\_\_\_\_ is the management function concerned with monitoring employees' activities, determining whether the organization is moving toward its goals, and making corrections as necessary.   |  |  | | --- | --- | | *ANSWER:* | Controlling | |

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| 45. Identify the four functions of management.   |  |  | | --- | --- | | *ANSWER:* | Planning, organizing, leading, and controlling | |

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| 46. Describe the four management functions.   |  |  | | --- | --- | | *ANSWER:* | Planning means identifying goals for future organizational performance and deciding on the task and use of resources needed to attain them. Organizing involves assigning tasks, grouping tasks into departments, delegating authority, and allocating resources across the organization. Leading is the use of influence to motivate employees to achieve organizational goals. Controlling means monitoring employees' activities, determining whether the organization is moving toward its goals, and making corrections as necessary. | |

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| 47. When an organization is deliberately structured, it is designed to achieve some outcome, such as making a profit.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 48. An organization is a social entity that is goal-directed and deliberately structured.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 49. Efficiency refers to the degree to which the organization achieves a stated goal.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 50. All managers have to pay attention to costs, and the best way to improve organizational effectiveness is by severe cost cutting.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 51. The ultimate responsibility of managers is to achieve high performance by using resources in an efficient and effective manner.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 52. Efficiency can be defined as the amount of resources used to produce a product or service.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 53. A social entity that is goal-directed and deliberately structured is referred to as a(n):   |  |  |  | | --- | --- | --- | |  | a. | organization. | |  | b. | management. | |  | c. | employee. | |  | d. | student. | |  | e. | task. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 54. By definition, an organization is considered \_\_\_\_\_\_\_\_\_\_ because it is made up of two or more people.   |  |  |  | | --- | --- | --- | |  | a. | efficient | |  | b. | a social entity | |  | c. | effective | |  | d. | goal-directed | |  | e. | deliberately structured |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 55. The degree to which an organization achieves a stated goal refers to:   |  |  |  | | --- | --- | --- | |  | a. | effectiveness. | |  | b. | synergy. | |  | c. | conceptual skill. | |  | d. | efficiency. | |  | e. | human skill. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 56. Which of the following refers to the amount of resources used to achieve an organizational goal?   |  |  |  | | --- | --- | --- | |  | a. | Effectiveness | |  | b. | Synergy | |  | c. | Performance | |  | d. | Efficiency | |  | e. | Management |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 57. For a widget manufacturing company, worker hours per widget is a measure of:   |  |  |  | | --- | --- | --- | |  | a. | organizational effectiveness. | |  | b. | organizational performance. | |  | c. | organizational efficiency. | |  | d. | organizational structure. | |  | e. | none of these. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 58. Jessica was recently praised by her supervisor for displaying superior customer service during an encounter with a problem customer. This is an example of organizational:   |  |  |  | | --- | --- | --- | |  | a. | information processing. | |  | b. | efficiency. | |  | c. | effectiveness. | |  | d. | structure. | |  | e. | goal setting. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 59. Stefan, a supermarket cashier, recently received an award for having the highest scan rate among all cashiers. This is an example of organizational:   |  |  |  | | --- | --- | --- | |  | a. | performance. | |  | b. | efficiency. | |  | c. | effectiveness. | |  | d. | structure. | |  | e. | goal setting. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 60. A social entity that is goal-directed and deliberately structured is called a(n) \_\_\_\_\_\_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | organization | |

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| 61. The degree to which the organization achieves a stated goal is called \_\_\_\_\_\_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | effectiveness | |

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| 62. Organizational \_\_\_\_\_\_\_\_\_\_ refers to the amount of resources used to achieve an organizational goal.   |  |  | | --- | --- | | *ANSWER:* | efficiency | |

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| 63. To perform effectively, all managers must possess conceptual, human, and technical skills, although the degree of each skill that is required at different levels of an organization may vary.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 64. Only the top managers in organizations need conceptual skills.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 65. A manager's ability to work with and through other people and to work effectively as a group member is called human skills.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 66. Technical skills are particularly important at lower organizational levels, whereas conceptual skills become more important as managers move up the organizational hierarchy.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 67. One of the biggest mistakes in rapidly changing business environments is managers' ineffective communication skills.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 68. The ability to motivate others is considered a technical management skill.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 69. Conceptual, human, and technical skills are important to which managerial level?   |  |  |  | | --- | --- | --- | |  | a. | Top managers | |  | b. | Middle managers | |  | c. | First-line managers | |  | d. | Nonmanagers | |  | e. | All of these |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 70. \_\_\_\_\_\_\_\_\_\_ skills are the cognitive abilities to see the organization as a whole system and the relationship among its parts.   |  |  |  | | --- | --- | --- | |  | a. | Human | |  | b. | Resource allocation | |  | c. | Conceptual | |  | d. | Negotiation | |  | e. | Technical |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 71. According to the text, what are the skills used by managers when performing the four functions of management?   |  |  |  | | --- | --- | --- | |  | a. | Conceptual, interpersonal, and organizational | |  | b. | Functional, problem-solving, and technical | |  | c. | Analytical, interpersonal, and financial | |  | d. | Conceptual, human, and technical | |  | e. | Communication, strategic, and innovative |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 72. Within her role as a small business consultant, Alexa analyzes how organizations fit into their industries, the communities, and the broader social environment. This type of analysis involves which management skill?   |  |  |  | | --- | --- | --- | |  | a. | Organizing | |  | b. | Technical | |  | c. | Human | |  | d. | Conceptual | |  | e. | Delegation |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 73. Juan Perez is the president of WV Railroad. His organization faces issues related to the environment, government regulation, and competition. He will need to rely primarily on his \_\_\_\_\_\_\_\_\_\_ skills.   |  |  |  | | --- | --- | --- | |  | a. | conceptual | |  | b. | technical | |  | c. | human | |  | d. | controlling | |  | e. | interpersonal |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 74. \_\_\_\_\_\_\_\_\_\_ are most important at the top management level.   |  |  |  | | --- | --- | --- | |  | a. | Conceptual skills | |  | b. | Human skills | |  | c. | Technical skills | |  | d. | Project skills | |  | e. | All of these |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 75. A manager's \_\_\_\_\_\_\_\_\_\_ skills are demonstrated in the way he or she relates to other people.   |  |  |  | | --- | --- | --- | |  | a. | conceptual | |  | b. | human | |  | c. | technical | |  | d. | leading | |  | e. | controlling |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 76. Sabrina recently helped her subordinates at work resolve an interpersonal conflict by listening to the problem and serving as a mediator. This is an example of use of which management skill?   |  |  |  | | --- | --- | --- | |  | a. | Human | |  | b. | Strategic | |  | c. | Technical | |  | d. | Conceptual | |  | e. | Analytical |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 77. Which of the following skills is the manager's ability to work with and through other people and to work effectively as a group member?   |  |  |  | | --- | --- | --- | |  | a. | Human | |  | b. | Conceptual | |  | c. | Technical | |  | d. | Intellectual | |  | e. | Planning |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 78. Which of the following skills includes specialized knowledge and analytical ability?   |  |  |  | | --- | --- | --- | |  | a. | Conceptual | |  | b. | Human | |  | c. | Technical | |  | d. | Controlling | |  | e. | Planning |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 79. Which of the following is most important at lower organizational levels?   |  |  |  | | --- | --- | --- | |  | a. | Planning skills | |  | b. | Human skills | |  | c. | Conceptual skills | |  | d. | Technical skills | |  | e. | None of these |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 80. A type of \_\_\_\_\_\_\_\_\_\_ skill is the single most important factor in whether people feel engaged with their work.   |  |  |  | | --- | --- | --- | |  | a. | planning | |  | b. | human | |  | c. | conceptual | |  | d. | technical | |  | e. | controlling |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 81. \_\_\_\_\_\_\_\_\_\_ skills include the understanding of and proficiency in the performance of specific tasks.   |  |  |  | | --- | --- | --- | |  | a. | Human | |  | b. | Conceptual | |  | c. | Interpersonal | |  | d. | Technical | |  | e. | Leadership |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 82. The biggest mistake that many managers make is the failure to:   |  |  |  | | --- | --- | --- | |  | a. | clarify direction. | |  | b. | communicate effectively. | |  | c. | display compassion to employees. | |  | d. | create employee recognition programs. | |  | e. | focus on productivity. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 83. Which of the following is a critical management misstep?   |  |  |  | | --- | --- | --- | |  | a. | Poor communication skills | |  | b. | Reactionary behavior | |  | c. | Lack of personal integrity | |  | d. | Failure to adapt | |  | e. | All of these |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| **Scenario - Barry Miller**  ​  ​The promotion to first-line manager took place just six weeks ago for Barry Miller. He was well-qualified for the promotion, but the new job still required a lot of training. One of the challenges has been to coordinate his team’s production with the needs of the sales department and with the availability of raw materials from his suppliers. Setting priorities and developing schedules to accomplish the work is a part of Barry's job that he has really enjoyed. The challenges to maintain high rapport and to build a strong team with his employees have already brought him a lot of satisfaction. In reflecting about the last six weeks, Barry concludes that he is very happy about his new job. |

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| 84. Which managerial skill is least important at Barry's middle-level management position?   |  |  |  | | --- | --- | --- | |  | a. | Conceptual | |  | b. | Human | |  | c. | Technical | |  | d. | All of these skills are vital. | |  | e. | None of these skills are important. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 85. \_\_\_\_\_\_\_\_\_\_ refer to the cognitive ability to see the organization as a whole system and the relationships among its parts.   |  |  | | --- | --- | | *ANSWER:* | Conceptual skills | |

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| 86. \_\_\_\_\_\_\_\_\_\_ refer to the manager's ability to work with and through other people and to work effectively as a group member.   |  |  | | --- | --- | | *ANSWER:* | Human skills | |

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| 87. \_\_\_\_\_\_\_\_\_\_ refer to the understanding and proficiency in the performance of specific tasks.   |  |  | | --- | --- | | *ANSWER:* | Technical skills | |

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| 88. List the three management skills necessary to perform effectively in organizations.   |  |  | | --- | --- | | *ANSWER:* | Conceptual, human, and technical skills | |

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| 89. Describe the skills necessary for performing a manager's job. Provide examples of each.   |  |  | | --- | --- | | *ANSWER:* | The skills are conceptual, human, and technical. Refer to Exhibit 1.4 in the text. | |

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| 90. Why are conceptual skills most important for top managers?   |  |  | | --- | --- | | *ANSWER:* | Top managers are often the keys to holding the whole company together. In order to accomplish this, top managers must be able to see the "big picture" (i.e., perceive the critical situational issues as well as the relationships between all organizational parts). | |

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| 91. Briefly discuss the relationship between management skills and management level.   |  |  | | --- | --- | | *ANSWER:* | The answer should contain the following three points: (1) conceptual skills become more important as a manager moves up through the organization; (2) human skills are increasingly important for managers at all levels; and (3) technical skills become less important as a manager moves up through the organization. | |

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| 92. What are technical skills? At what level are they most important and why?   |  |  | | --- | --- | | *ANSWER:* | Technical skills are the understanding of and the proficiency in the performance of specific tasks. Technical skills also include specialized knowledge, analytical ability, and the competent use of tools and techniques to solve problems in that specific discipline. Many managers get promoted to their first management job by having excellent technical skills. | |

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| 93. List five of the top 10 factors that cause managers to fail. Which management skill plays a role in a majority of the causes?   |  |  | | --- | --- | | *ANSWER:* | Refer to Exhibit 1.6 in the text for a listing of the top 10 causes of manager failure. Many of the factors listed are due to poor human skills. | |

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| 94. Effective managers must possess technical skills, human skills, and conceptual skills in varying degrees. After defining each term, justify your assessment of which of the three skills you deem to be most important to a successful manager.   |  |  | | --- | --- | | *ANSWER:* | Technical—understands and is proficient in the performance of specific tasks (knowledge and use of tools and techniques, as well as troubleshooting and problem solving). Human—can work with and work through other people, both individually and as a group (motivate, communicate, coordinate, lead, resolve conflict). Conceptual—can think strategically and see one's team as part of a bigger system (a company, an industry, a community, a society). Failed management is overwhelmingly attributed to lack of human skills (e.g., poor communication with employees and/or customers and lack of relationship building with the team). | |

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| 95. Managers use conceptual, human, and technical skills to perform the four management functions of planning, organizing, leading, and controlling in all organizations.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 96. Middle managers are responsible for setting organizational goals, defining strategies for achieving them, and making decisions that affect the entire organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 97. Middle managers are responsible for the organization's overall success.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 98. Juan, as a division manager, is generally concerned with the near future and is expected to establish good relationships with peers around the organization, encourage teamwork, and resolve conflicts. Juan can be described as a middle manager.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 99. A human resources manager would be considered a staff manager.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 100. Antonio is head of the advertising department at Terrific Tours, Inc., which conducts daily tours of historic sites in Boston. He can be described as a general manager.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 101. First-line managers are the managers who have the responsibility for making significant strategic policy decisions, often with staff managers assisting them in these decisions.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 102. Staff managers are responsible for the manufacturing and marketing departments that make or sell the product or service.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 103. Which of the following are responsible for the entire organization?   |  |  |  | | --- | --- | --- | |  | a. | Top managers | |  | b. | Middle managers | |  | c. | First-line managers | |  | d. | Controlling managers | |  | e. | Organizing managers |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 104. Horizontal project manager responsibility can be held by:   |  |  |  | | --- | --- | --- | |  | a. | a corporate or group head. | |  | b. | anyone with a staff job. | |  | c. | a production supervisor. | |  | d. | a team leader. | |  | e. | all of these. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 105. What is the main concern of first-level managers?   |  |  |  | | --- | --- | --- | |  | a. | Monitoring the external environment and determining the best strategy to be competitive | |  | b. | Putting top management plans into action across the organization | |  | c. | Allocating resources and coordinating teams | |  | d. | Linking groups of people | |  | e. | Facilitating individual employee performance |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 106. Sally is vice president of administration at a large nonprofit charity for animals. She most likely falls within which management level?   |  |  |  | | --- | --- | --- | |  | a. | CEO | |  | b. | Line employee | |  | c. | Staff manager | |  | d. | Top manager | |  | e. | Middle manager |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 107. The most important responsibilities for \_\_\_\_\_\_\_\_\_\_ managers include communicating a shared vision for the organization and shaping corporate culture.   |  |  |  | | --- | --- | --- | |  | a. | top | |  | b. | middle | |  | c. | first-line | |  | d. | leading | |  | e. | organizing |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 108. Marley is the executive director of the local Community for Critters. Her level in the management hierarchy is that of a(n):   |  |  |  | | --- | --- | --- | |  | a. | first-line manager. | |  | b. | middle manager. | |  | c. | top manager. | |  | d. | consultant. | |  | e. | operative. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 109. Consider the following three managers from Outrageous Outfitters, Inc. Tiffany Blanchard is the president, Timothy Thompson is the director of marketing, and Karen Baxter is a maintenance supervisor. Which of the following statements is true?   |  |  |  | | --- | --- | --- | |  | a. | Karen Baxter does more planning than Tiffany Blanchard. | |  | b. | Timothy Thompson does more leading than Karen Baxter. | |  | c. | Tiffany Blanchard does more controlling than Timothy Thompson. | |  | d. | Tiffany Blanchard does more planning than Karen Baxter. | |  | e. | None of these |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 110. Donna Hyde is the head of the finance department at Muumuu Manufacturing, Inc. Her level in the management hierarchy is that of a(n):   |  |  |  | | --- | --- | --- | |  | a. | first-line manager. | |  | b. | middle manager. | |  | c. | top manager. | |  | d. | chief executive officer. | |  | e. | operative. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 111. Patty Rohrer is the director of human resources at Pet Grooming, Inc. She can be best described as a \_\_\_\_\_\_\_\_\_\_ manager.   |  |  |  | | --- | --- | --- | |  | a. | top-level | |  | b. | project | |  | c. | general | |  | d. | first-line | |  | e. | functional |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 112. \_\_\_\_\_\_\_\_\_\_ managers are responsible for departments that perform a single functional task and have employees with similar training and skills.   |  |  |  | | --- | --- | --- | |  | a. | Top | |  | b. | Middle | |  | c. | First-line | |  | d. | Bottom | |  | e. | Functional |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 113. Technology has taken over many tasks once performed by:   |  |  |  | | --- | --- | --- | |  | a. | team leaders. | |  | b. | middle managers. | |  | c. | CEOs. | |  | d. | vice presidents. | |  | e. | first-line managers. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 114. Kyle Erckard, manager of the jewelry division of a major department store, coordinated the work of several people across several departments to accomplish a $500,000 fundraising for an animal shelter. He can best be described in his fundraising activities as a(n) \_\_\_\_\_\_\_\_\_\_ manager.   |  |  |  | | --- | --- | --- | |  | a. | top | |  | b. | middle | |  | c. | project | |  | d. | first-line | |  | e. | operative |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 115. Which of the following statements best describes Terrance's position as a first-line manager?   |  |  |  | | --- | --- | --- | |  | a. | He is responsible for several departments that perform different functions. | |  | b. | He is required to have significant human skills. | |  | c. | He is responsible for the production of goods and services. | |  | d. | He supervises employees with similar training and skills. | |  | e. | All of these |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 116. Temporary management professionals responsible for a temporary work project that involves the participation of people from various functions and levels of the organization are called \_\_\_\_\_\_\_\_\_\_ managers.   |  |  |  | | --- | --- | --- | |  | a. | middle | |  | b. | project | |  | c. | interim | |  | d. | first-line | |  | e. | functional |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 117. Calvin Strine is the office manager of a local accounting firm. His level in the management hierarchy is that of a(n):   |  |  |  | | --- | --- | --- | |  | a. | first-line manager. | |  | b. | middle manager. | |  | c. | top manager. | |  | d. | consultant. | |  | e. | operative. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 118. Which of the following best describes Stacey's position as a functional manager?   |  |  |  | | --- | --- | --- | |  | a. | She is responsible for several departments that perform different functions. | |  | b. | She organizes people across departments to perform a specific task. | |  | c. | She is responsible for a self-contained division and all the departments within it. | |  | d. | She supervises employees with similar training and skills. | |  | e. | None of these |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 119. Which of these employee types is more likely to play a crucial role in driving innovation and enabling organizations to respond to rapid shifts in the environment?   |  |  |  | | --- | --- | --- | |  | a. | Vice president | |  | b. | Department head | |  | c. | Employee working on the production line | |  | d. | Team member | |  | e. | CEO |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 120. Juli is in charge of the finance department. Which type of manager is she?   |  |  |  | | --- | --- | --- | |  | a. | Line | |  | b. | Project | |  | c. | Top | |  | d. | Operative | |  | e. | Staff |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 121. \_\_\_\_\_\_\_\_\_\_ managers are responsible for departments that perform a single task and have employees with similar training skills.   |  |  |  | | --- | --- | --- | |  | a. | Top | |  | b. | Middle | |  | c. | General | |  | d. | Functional | |  | e. | First-line |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 122. Taylor Brittingham is a general manager. Which of the following best describes her position?   |  |  |  | | --- | --- | --- | |  | a. | She is responsible for several departments that perform different functions. | |  | b. | She organizes people across departments to perform a specific task. | |  | c. | She is responsible for one specific department (e.g., marketing). | |  | d. | She supervises employees with similar training and skills. | |  | e. | None of these |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 123. Conceptual skills are especially important for \_\_\_\_\_\_\_\_\_\_ managers.   |  |  | | --- | --- | | *ANSWER:* | top | |

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| 124. Department heads and division managers are examples of \_\_\_\_\_\_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | middle managers | |

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| 125. \_\_\_\_\_\_\_\_\_\_ are directly responsible for the production of goods and services.   |  |  | | --- | --- | | *ANSWER:* | First-line managers | |

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| 126. A(n) \_\_\_\_\_\_\_\_\_\_ is responsible for a temporary work project that involves the participation of people from various functions and levels of the organization and perhaps from outside the company as well.   |  |  | | --- | --- | | *ANSWER:* | project manager | |

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| 127. \_\_\_\_\_\_\_\_\_\_ are responsible for departments that perform a single functional task and have employees with similar training and skills.   |  |  | | --- | --- | | *ANSWER:* | Functional managers | |

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| 128. \_\_\_\_\_\_\_\_\_\_ are responsible for several departments that perform different functions.   |  |  | | --- | --- | | *ANSWER:* | General managers | |

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| 129. There are many types of managers who contribute to planning, organizing, leading, and controlling their organizations in different ways. They work at different levels in the management hierarchy. Describe all of the types of managers in some type of hierarchical order of your own design, noting some vertical as well as horizontal distinctions.   |  |  | | --- | --- | | *ANSWER:* | A hierarchy of various managers along with a general description will include the top manager (at the apex of an organization, with titles such as CEO and president); middle manager (responsible for major divisions or business units and major departments, with titles such as division head and department head); project manager (often a middle manager who heads temporary, collaborative work projects); first-line manager (directly responsible for the production of goods and services, with titles such as supervisor and office manager); and functional manager (responsible for departments that perform a single task, such as manufacturing and human resources). Line managers and staff managers are examples of horizontal, functional managers; general managers are responsible for several departments that perform different functions in an organization, such as the general manager of a retail store. | |

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| 130. Managers least enjoy activities such as controlling subordinates and managing time pressures.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 131. The individual performer is a generalist and coordinates a broad range of activities.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 132. Being a successful manager means thinking in terms of building teams and networks and becoming a motivator and organizer within a highly interdependent system of people and work.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 133. Most top executives routinely work at least 12 hours a day and spend 50 percent or more of their time traveling.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 134. One of the things managers enjoy doing the most is:   |  |  |  | | --- | --- | --- | |  | a. | financial planning. | |  | b. | controlling activities. | |  | c. | planning for future decisions. | |  | d. | leading others. | |  | e. | hiring new employees. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 135. Research shows that managers enjoy all of the following except:   |  |  |  | | --- | --- | --- | |  | a. | networking. | |  | b. | innovation. | |  | c. | leading others. | |  | d. | managing time pressures. | |  | e. | none of these. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 136. Of all management duties, one of the things managers like the least is:   |  |  |  | | --- | --- | --- | |  | a. | financial planning. | |  | b. | setting goals. | |  | c. | planning for future decisions. | |  | d. | handling paperwork. | |  | e. | networking. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 137. The individual performer is a \_\_\_\_\_\_\_\_\_\_, whereas the manager has to be a(n) \_\_\_\_\_\_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | specialist; generalist | |  | b. | "leader"; doer | |  | c. | generalist; specialist | |  | d. | producer; expert | |  | e. | communicator; operator |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 138. Shyloh is a research analyst who gets things done mostly through her own efforts, relying on herself rather than others. Shyloh can best be described as a(n):   |  |  |  | | --- | --- | --- | |  | a. | first-line manager. | |  | b. | middle manager. | |  | c. | individual performer. | |  | d. | top manager. | |  | e. | functional manager. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 139. The identity of the individual performer includes which of the following characteristics?   |  |  |  | | --- | --- | --- | |  | a. | Generalist, coordinates diverse tasks | |  | b. | Gets things done through others | |  | c. | Works relatively independently | |  | d. | A network builder | |  | e. | Works in highly interdependent manner |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 140. Which of the following characteristics is found in the manager's identity?   |  |  |  | | --- | --- | --- | |  | a. | Specialist, performs specific tasks | |  | b. | Gets things done through own efforts | |  | c. | An individual actor | |  | d. | A network builder | |  | e. | Works relatively independently |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 141. Being a successful manager means thinking in terms of all of the following except:   |  |  |  | | --- | --- | --- | |  | a. | building teams. | |  | b. | generating the most profit. | |  | c. | becoming a motivator. | |  | d. | becoming an organizer. | |  | e. | establishing networks. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 142. Managers shift gears quickly; therefore, the average time spent on any one activity is less than:   |  |  |  | | --- | --- | --- | |  | a. | nine minutes. | |  | b. | an hour. | |  | c. | one workday. | |  | d. | a half hour. | |  | e. | a half day. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 143. The individual performer is a(n) \_\_\_\_\_\_\_\_\_\_, whereas the manager has to be a(n) \_\_\_\_\_\_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | specialist; generalist | |

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| 144. Companies often pull new managerial candidates from a pool of outstanding individual performers. Write an essay contrasting the role of the individual performer with that of the manager. Be sure to include a description of how both roles might use the ABC's of prioritizing tasks or activities, a classic time-management technique.   |  |  | | --- | --- | | *ANSWER:* | ​An individual performer is a specialist who thinks in terms of performing specific activities expertly, as well as spending time and energy to perfect his current skill and master new ones. He generally accomplishes tasks through his own efforts, not relying on others. A manager must learn to think differently about himself and his personal identity. He must become a generalist who coordinates a range of activities and helps others develop their potential. Rather than accomplishing the task himself, a manager delegates to others, working with and through them. New managers and employees alike often struggle with managing a large workload and can benefit from implementing classic time-management techniques. The ABC's of prioritizing tasks or activities include the following: A—highly important, must be done, serious consequences; B—should be done, minor consequences; C—nice to get done, but optional with no consequences; D—delegate this task to someone else. | |

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| 145. A manager in the disseminator role forwards information to other organization members.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 146. In the spokesperson role, a manager forwards information to other organization members.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 147. The informational roles that managers perform include monitor, disseminator, and spokesperson.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 148. In the figurehead role, the manager performs ceremonial and symbolic duties.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 149. The disturbance handler role involves the initiation of change.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 150. In a monitor role, the manager transmits current information to others, both outside and inside the organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 151. Which of the following is not one of the conceptual categories of managerial roles Mintzberg defined?   |  |  |  | | --- | --- | --- | |  | a. | Informational | |  | b. | Interpersonal | |  | c. | Decisional | |  | d. | Intrapersonal | |  | e. | All of these are conceptual categories of the managerial roles defined by Mintzberg. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 152. To meet the needs of the organization, all managers carry out the three major categories of roles. They are \_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_, and \_\_\_\_\_\_\_\_\_\_ roles.   |  |  |  | | --- | --- | --- | |  | a. | monitor; figurehead; liaison | |  | b. | leader; monitor; spokesperson | |  | c. | disseminator; entrepreneurial; disturbance handler | |  | d. | decisional; spokesperson; leader | |  | e. | informational; interpersonal; decisional |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 153. Which of the following is an informational role, according to Mintzberg?   |  |  |  | | --- | --- | --- | |  | a. | Entrepreneur | |  | b. | Leader | |  | c. | Monitor | |  | d. | Disturbance handler | |  | e. | Figurehead |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 154. Gail Griffith, manager of the finance division, distributes relevant information every day to all her employees enabling them to make quality decisions. Gail is performing which of the following roles?   |  |  |  | | --- | --- | --- | |  | a. | Monitor | |  | b. | Disseminator | |  | c. | Spokesperson | |  | d. | Disturbance handler | |  | e. | Figurehead |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 155. The president of Pepsi Company is the keynote speaker at a retirement dinner for a long-time bottler. This is an example of which of the following roles?   |  |  |  | | --- | --- | --- | |  | a. | Liaison | |  | b. | Figurehead | |  | c. | Negotiator | |  | d. | Leader | |  | e. | Monitor |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 156. According to Mintzberg, when Amanda spends time training a subordinate, she is performing which of the following roles?   |  |  |  | | --- | --- | --- | |  | a. | Monitor | |  | b. | Figurehead | |  | c. | Spokesperson | |  | d. | Leader | |  | e. | Liaison |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 157. What is the role of the negotiator?   |  |  |  | | --- | --- | --- | |  | a. | The negotiator role involves formal bargaining to attain outcomes for the manager's unit of responsibility. | |  | b. | The negotiator role involves seeking current information from many sources. | |  | c. | The negotiator role involves the initiation of change. | |  | d. | The negotiator role involves resolving conflicts among subordinates or between the manager's department and other departments. | |  | e. | The negotiator role pertains to the development of information sources both inside and outside the organization. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 158. If Bradley Hak is responsible for maintaining information links both inside and outside organizations by using social media, mail, phone calls, and conducting meetings as daily activities, he would be considered a:   |  |  |  | | --- | --- | --- | |  | a. | figurehead. | |  | b. | liaison. | |  | c. | negotiator. | |  | d. | monitor. | |  | e. | spokesperson. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 159. Which of the following is not a decisional role?   |  |  |  | | --- | --- | --- | |  | a. | Entrepreneur | |  | b. | Negotiator | |  | c. | Resource allocator | |  | d. | Disturbance handler | |  | e. | Liaison |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 160. The \_\_\_\_\_\_\_\_\_\_ role involves resolving conflicts among subordinates or between the manager's department and other departments.   |  |  |  | | --- | --- | --- | |  | a. | resource allocator | |  | b. | entrepreneur | |  | c. | negotiator | |  | d. | liaison | |  | e. | disturbance handler |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 161. According to Mintzberg, which of the following is an interpersonal role?   |  |  |  | | --- | --- | --- | |  | a. | Monitor | |  | b. | Negotiator | |  | c. | Liaison | |  | d. | Disturbance handler | |  | e. | Spokesperson |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 162. Developing information sources both inside and outside the organization is a function of the \_\_\_\_\_\_\_\_\_\_ role.   |  |  |  | | --- | --- | --- | |  | a. | leader | |  | b. | spokesperson | |  | c. | monitor | |  | d. | liaison | |  | e. | entrepreneur |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 163. Which of the following roles involves making decisions about how to assign people, time, equipment, money, and other resources to attain desired outcomes?   |  |  |  | | --- | --- | --- | |  | a. | Negotiator | |  | b. | Resource allocator | |  | c. | Figurehead | |  | d. | Monitor | |  | e. | Leader |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 164. If a manager finds a severe decline in employee morale and direction, he or she may need to spend more time in the \_\_\_\_\_\_\_\_\_\_ role.   |  |  |  | | --- | --- | --- | |  | a. | negotiator | |  | b. | resource allocator | |  | c. | figurehead | |  | d. | monitor | |  | e. | leader |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 165. What is the role of the liaison?   |  |  |  | | --- | --- | --- | |  | a. | The liaison role pertains to decisions about how to assign people, time, equipment, money, and other resources to attain desired outcomes. | |  | b. | The liaison role involves the initiation of change. | |  | c. | The liaison role pertains to the development of information sources both inside and outside the organization. | |  | d. | The liaison role involves handling ceremonial and symbolic activities for the department or organization. | |  | e. | The liaison role encompasses relationships with subordinates, including motivation, communication, and influence. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 166. If a manager finds several new competitors on the horizon, he or she may need to spend more time in which role?   |  |  |  | | --- | --- | --- | |  | a. | Negotiator | |  | b. | Resource allocator | |  | c. | Figurehead | |  | d. | Monitor | |  | e. | Leader |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| **Scenario - Barry Miller**  ​  ​The promotion to first-line manager took place just six weeks ago for Barry Miller. He was well-qualified for the promotion, but the new job still required a lot of training. One of the challenges has been to coordinate his team’s production with the needs of the sales department and with the availability of raw materials from his suppliers. Setting priorities and developing schedules to accomplish the work is a part of Barry's job that he has really enjoyed. The challenges to maintain high rapport and to build a strong team with his employees have already brought him a lot of satisfaction. In reflecting about the last six weeks, Barry concludes that he is very happy about his new job. |

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| 167. By maintaining information links, Barry Miller was exhibiting the interpersonal role of:   |  |  |  | | --- | --- | --- | |  | a. | figurehead. | |  | b. | leader. | |  | c. | liaison. | |  | d. | monitor. | |  | e. | spokesperson. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 168. In setting priorities and setting schedules, Barry was participating in the decisional role of:   |  |  |  | | --- | --- | --- | |  | a. | entrepreneur. | |  | b. | disturbance handler. | |  | c. | disseminator. | |  | d. | resource allocator. | |  | e. | monitor. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 169. In the \_\_\_\_\_\_\_\_\_\_ role, managers seek and receive information, scan periodicals and reports, and maintain personal contacts.   |  |  | | --- | --- | | *ANSWER:* | monitor | |

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| 170. In the \_\_\_\_\_\_\_\_\_\_ role, managers initiate improvement projects, identify new ideas, and delegate idea responsibility to others.   |  |  | | --- | --- | | *ANSWER:* | entrepreneur | |

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| 171. A(n) \_\_\_\_\_\_\_\_\_\_ would be responsible for performing ceremonial and symbolic duties such as greeting visitors and signing legal documents.   |  |  | | --- | --- | | *ANSWER:* | figurehead | |

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| 172. The \_\_\_\_\_\_\_\_\_\_ role pertains to decisions how to assign people, time, equipment, money, and other resources to attain desired outcomes.   |  |  | | --- | --- | | *ANSWER:* | resource allocator | |

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| 173. \_\_\_\_\_\_\_\_\_\_ refers to using techniques that enable you to get more done in less time and with better results, be more relaxed, and have more time to enjoy your work and your life.   |  |  | | --- | --- | | *ANSWER:* | Time management | |

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| 174. A(n) \_\_\_\_\_\_\_\_\_\_ is a set of expectations for a manager's behavior.   |  |  | | --- | --- | | *ANSWER:* | role | |

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| 175. List five of Mintzberg's 10 managerial roles.   |  |  | | --- | --- | | *ANSWER:* | Students can list any five of the following: monitor, spokesperson, disseminator, figurehead, leader, liaison, entrepreneur, disturbance handler, resource allocator, and negotiator. | |

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| 176. Describe the three categories of managerial roles and explain how they differ.   |  |  | | --- | --- | | *ANSWER:* | The three categories of managerial roles are informational, interpersonal, and decisional. Informational roles describe the activities used to maintain and develop an information network. Interpersonal roles pertain to relationships with others and are related to human skills. Decisional skills pertain to those events about which the manager must make a choice and take action. Actual roles that are under each category may be included. | |

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| 177. Managers in small businesses tend to emphasize roles different from those of managers in large corporations.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 178. Nonprofit organizations, such as The Red Cross and the Girl Scouts, represent a major application of management talent.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 179. Managers in small companies often see their most important role as that of spokesperson.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 180. One of the roles that a small business manager may emphasize over his or her counterpart in a large organization is:   |  |  |  | | --- | --- | --- | |  | a. | information processing. | |  | b. | spokesperson. | |  | c. | liaison. | |  | d. | resource allocator. | |  | e. | leader. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 181. Because nonprofit organizations do not have a conventional \_\_\_\_\_\_\_\_\_\_, managers may struggle with the question of what constitutes results and effectiveness.   |  |  |  | | --- | --- | --- | |  | a. | hierarchy | |  | b. | bottom line | |  | c. | information system | |  | d. | decision-making process | |  | e. | structure |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 182. A manager in for-profit business focuses primarily on \_\_\_\_\_\_\_\_\_\_, whereas a manager of a nonprofit organization focuses on \_\_\_\_\_\_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | earning money for the company; employee morale | |  | b. | earning money for the company; social impact | |  | c. | profitability; customer satisfaction | |  | d. | market share; the bottom line | |  | e. | customer satisfaction; organization reputation |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 183. How do small business managers emphasize different management roles in comparison to larger business managers?   |  |  | | --- | --- | | *ANSWER:* | Managers of small businesses often see their most important role as that of spokesperson. The entrepreneur role is also more important. Small-business managers tend to rate the leader and information-processing roles lower than managers in larger organizations. | |

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| 184. Small businesses and nonprofit organizations require good management to achieve their goals. But the efforts and activities of each are directed toward a different "bottom line." Write an essay in which you (a) describe a managerial position at a nonprofit where you would like to work, and (b) discuss how the requirements differ from a managerial position in a large, for-profit organization. Incorporate the concepts you have learned about the manager's role in small businesses and nonprofit organizations.   |  |  | | --- | --- | | *ANSWER:* | Managers in both arenas must adjust various management functions and roles to fit their unique work environment. Managers in small businesses often act as the face of the company, spokesperson, and entrepreneur who must be innovative and help their company thrive and be competitive. Their efforts and activities are directed toward improving products and services, increasing sales, and earning money for the company. Managers in nonprofit organizations also act as the public face of their nonprofit, the spokesperson who solicits government and donor funding, the leader who builds a community of employees and volunteers who are mission-driven, and the resource allocator. Their efforts and activities are directed toward making an impact on society. | |