***Fundamentals of Management, 10Ce* (Robbins)**

**Chapter 1 Introduction to Management and Organizations**

1) A strong economy will protect poorly managed companies from bankruptcy.

Answer: FALSE

Diff: 2 Type: TF

Skill: Recall

LO: 1.1 Explain why it's important to study management.

AACSB: Reflective Thinking

2) The study of management is of value only to those in management positions.

Answer: FALSE

Diff: 2 Type: TF

Skill: Recall

LO: 1.1 Explain why it's important to study management.

AACSB: Reflective Thinking

3) In order to be considered a manager, an individual must direct, oversee, or work with others.

Answer: TRUE

Diff: 2 Type: TF

Skill: Recall

LO: 1.2 Define management.

AACSB: Analytical Thinking

4) Managers are concerned primarily with the effective use of resources such as people, money, and equipment.

Answer: FALSE

Diff: 2 Type: TF

Skill: Recall

LO: 1.2 Define management.

AACSB: Analytical Thinking

5) A goal of efficiency is to minimize output costs while maximizing input costs.

Answer: FALSE

Diff: 2 Type: TF

Skill: Recall

LO: 1.2 Define management.

AACSB: Analytical Thinking

6) Effectiveness refers to the attainment of the organization's goals.

Answer: TRUE

Diff: 2 Type: TF

Skill: Recall

LO: 1.2 Define management.

AACSB: Analytical Thinking

7) Supervisors and team leaders may both be considered first-line managers.

Answer: TRUE

Diff: 1 Type: TF

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

8) The changing nature of work means that members of an organization who do not have people reporting directly to them are still considered managers.

Answer: TRUE

Diff: 1 Type: TF

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

9) Part of what defines an organization is its purpose.

Answer: TRUE

Diff: 2 Type: TF

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

10) All organizations have a structure that in some way serves to define and limit the behaviour of members of the organization.

Answer: TRUE

Diff: 2 Type: TF

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

11) Because profit, or the "bottom line," is not the measure of success for not-for-profit organizations, managers of charitable organizations do not have to concern themselves with the financial aspects of their organizations.

Answer: FALSE

Diff: 2 Type: TF

Skill: Applied

LO: 1.3 Describe who managers are and where they work.

AACSB: Reflective Thinking

12) All managers devote at least some of their time to planning.

Answer: TRUE

Diff: 2 Type: TF

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Reflective Thinking

13) Small businesses contribute significantly to the Canadian economy, employing almost half of all Canadian workers.

Answer: TRUE

Diff: 2 Type: TF

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Application of Knowledge

14) Managers working in privately held organizations are accountable to shareholders and report to a board of directors.

Answer: FALSE

Diff: 2 Type: TF

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

15) A district manager is an example of a top manager.

Answer: TRUE

Diff: 3 Type: TF

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Reflective Thinking

16) A manager's job is about personal achievement.

Answer: FALSE

Diff: 3 Type: TF

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Reflective Thinking

17) As managers move up in the organization, they do less planning and more direct overseeing of others.

Answer: FALSE

Diff: 3 Type: TF

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Reflective Thinking

18) The four contemporary management processes are planning, organizing, leading, and commanding.

Answer: FALSE

Diff: 1 Type: TF

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

19) Determining who reports to whom is part of the controlling function of management.

Answer: FALSE

Diff: 1 Type: TF

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

20) Providing motivation is part of the controlling function of management.

Answer: FALSE

Diff: 2 Type: TF

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

21) Defining goals is a key part of the organizing function of management.

Answer: FALSE

Diff: 1 Type: TF

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

22) Deciding who will be assigned to which job is a part of the leading function of management.

Answer: FALSE

Diff: 1 Type: TF

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

23) In Mintzberg's view, the roles of figurehead, leader, and liaison are all interpersonal roles.

Answer: TRUE

Diff: 2 Type: TF

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

24) Disturbance handler is one of Mintzberg's interpersonal roles.

Answer: FALSE

Diff: 2 Type: TF

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

25) Social media is a concern for employees, not managers.

Answer: FALSE

Diff: 1 Type: TF

Skill: Recall

LO: 1.5 Describe the factors that are reshaping and redefining management.

AACSB: Analytical Thinking

26) Sustainability is part of a company's responsibility to be efficient and effective.

Answer: FALSE

Diff: 3 Type: TF

Skill: Recall

LO: 1.5 Describe the factors that are reshaping and redefining management.

AACSB: Analytical Thinking

27) Sustainability's three pillars are economic, environmental, and employees.

Answer: FALSE

Diff: 2 Type: TF

Skill: Recall

LO: 1.5 Describe the factors that are reshaping and redefining management.

AACSB: Analytical Thinking

28) Thinking critically typically involves elaborating on information or an idea.

Answer: TRUE

Diff: 1 Type: TF

Skill: Recall

LO: 1.6 Describe the key employability skills gained from studying management that are applicable to your future career, regardless of your major.

AACSB: Analytical Thinking

29) When you apply knowledge appropriately in another setting you decrease your level of understanding.

Answer: FALSE

Diff: 2 Type: TF

Skill: Applied

LO: 1.6 Describe the key employability skills gained from studying management that are applicable to your future career, regardless of your major.

AACSB: Reflective Thinking

30) Business ethics include guiding principles that influence the way individuals and organizations behave within the society that they operate.

Answer: TRUE

Diff: 1 Type: TF

Skill: Applied

LO: 1.6 Describe the key employability skills gained from studying management that are applicable to your future career, regardless of your major.

AACSB: Analytical Thinking

31) When a coffee shop has poor management, how could this affect your customer experience?

A) shorter wait times

B) missing items from your food order

C) fast and friendly service

D) increase in your desire to return

Answer: B

Diff: 2 Type: MC

Skill: Applied

LO: 1.1 Explain why it's important to study management.

AACSB: Reflective Thinking

32) We all have a vested interest in understanding the way organizations are managed because \_\_\_\_\_\_\_\_.

A) we all stand to gain financially from organizational profits

B) we interact with organizations every day of our lives

C) we all depend on organizations for employment

D) organizations dictate every facet of our lives

Answer: B

Diff: 2 Type: MC

Skill: Recall

LO: 1.1 Explain why it's important to study management.

AACSB: Reflective Thinking

33) Companies that are well managed can prosper during difficult economic times by depending on \_\_\_\_\_\_\_\_.

A) government bailouts

B) filing for bankruptcy

C) raising prices

D) a loyal customer base

Answer: D

Diff: 2 Type: MC

Skill: Recall

LO: 1.1 Explain why it's important to study management.

AACSB: Reflective Thinking

34) A common thread that runs through changes that all managers face in today's world is the need to rely on \_\_\_\_\_\_\_\_ to identify ways to increase productivity.

A) all members of an organization

B) experts who specialize in productivity

C) top managers only

D) consultants who specialize in efficiency

Answer: A

Diff: 3 Type: MC

Skill: Recall

LO: 1.1 Explain why it's important to study management.

AACSB: Reflective Thinking

35) Management researchers have developed three specific categories to describe what managers do: functions, roles, and \_\_\_\_\_\_\_\_.

A) experience

B) skills

C) abilities

D) knowledge

Answer: B

Diff: 2 Type: MC

Skill: Recall

LO: 1.2 Define management.

AACSB: Reflective Thinking

36) Which of the following might be an example of increased efficiency in manufacturing?

A) cutting the amount of labour required to make the product

B) cutting the price of the product

C) increasing sales of the product

D) increasing advertising for the product

Answer: A

Diff: 3 Type: MC

Skill: Applied

LO: 1.2 Define management.

AACSB: Analytical Thinking

37) Effectiveness is synonymous with \_\_\_\_\_\_\_\_.

A) cost minimization

B) smart management

C) goal attainment

D) efficiency

Answer: C

Diff: 2 Type: MC

Skill: Recall

LO: 1.2 Define management.

AACSB: Reflective Thinking

38) Efficiency refers to \_\_\_\_\_\_\_\_.

A) the relationship between inputs and outputs

B) the additive relationship between inputs and outputs

C) the inverse relationship between inputs and outputs

D) decreasing inputs only

Answer: A

Diff: 2 Type: MC

Skill: Recall

LO: 1.2 Define management.

AACSB: Analytical Thinking

39) Good management strives for \_\_\_\_\_\_\_\_.

A) low efficiency and high effectiveness

B) high efficiency and low effectiveness

C) high efficiency and high effectiveness

D) moderate efficiency and moderate effectiveness

Answer: C

Diff: 2 Type: MC

Skill: Recall

LO: 1.2 Define management.

AACSB: Analytical Thinking

40) A candy manufacturer would increase both efficiency and effectiveness by making \_\_\_\_\_\_\_\_.

A) better candy at the same cost

B) better candy at a lower cost

C) the same candy at a lower cost

D) the same candy at the same cost

Answer: B

Diff: 3 Type: MC

Skill: Applied

LO: 1.2 Define management.

AACSB: Analytical Thinking

41) A candy manufacturer that made candy at a lower cost without improving the quality of the candy could be said to \_\_\_\_\_\_\_\_.

A) increase effectiveness without increasing efficiency

B) increase efficiency without increasing effectiveness

C) increase both effectiveness and efficiency

D) decrease both effectiveness and efficiency

Answer: B

Diff: 3 Type: MC

Skill: Applied

LO: 1.2 Define management.

AACSB: Analytical Thinking

The Perfect Manager (Scenario)

Brenda Kraft has proven herself to be an able manager. Her section has a high project completion rate with the highest-quality product and the lowest defects in her division. In addition, she accomplishes this with fewer full-time people than other managers. Co-workers say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic "management processes."

42) Brenda's high project completion rate indicates that she is \_\_\_\_\_\_\_\_.

A) an efficient manager

B) an effective manager

C) a good spokesperson

D) a good resource allocator

Answer: B

Diff: 2 Type: MC

Skill: Applied

LO: 1.2 Define management.

AACSB: Analytical Thinking

43) If Brenda accomplished her projects on time with high-quality results, but she took more time than other managers in the process, you could say that as a manager she was \_\_\_\_\_\_\_\_.

A) efficient, but not effective

B) a leader, but not a top manager

C) project oriented, but not effective

D) effective, but not efficient

Answer: D

Diff: 2 Type: MC

Skill: Applied

LO: 1.2 Define management.

AACSB: Analytical Thinking

Toys "R" Us Management (Scenario)

Allyson Koteski loves her job as the manager of the Toys "R" Us store in Guelph, Ontario. She loves the chaos created by lots of kids, toys, and noise. She even loves the long and variable hours during hectic holiday seasons. Because employee turnover is a huge issue in the retail world, Allyson enjoys the challenge of keeping her employees motivated and engaged so they will not quit. The occasional disgruntled customer does not faze her either. She patiently listens to the problems and tries to resolve them satisfactorily. This is what Allyson's life as a manager is like.

44) Allyson's concern for her employees, her positive attitude, and her dedication to her job are important to the success of the organization. Her effective management is likely to result in which of the following?

A) customer attrition

B) higher employee turnover for her store

C) improved financial performance for her store

D) reduced effectiveness

Answer: C

Diff: 3 Type: MC

Skill: Applied

LO: 1.2 Define management.

AACSB: Analytical Thinking

45) Which of the following is the most accurate statement regarding managers in today's world?

A) There is greater variety of managers with respect to age, ethnicity, and gender than ever before.

B) Managers are found almost exclusively in large corporations that have more than 500 employees.

C) Managers are found almost exclusively in for-profit organizations.

D) More than half of today's managers are women.

Answer: A

Diff: 2 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Diverse and Multicultural Work Environments

46) Which of the following is a key difference between managerial and nonmanagerial employees?

A) Managerial employees receive higher pay compensation.

B) Nonmanagerial employees have less formal education.

C) Nonmanagerial employees do not oversee the work of others.

D) Managerial employees work longer hours.

Answer: C

Diff: 1 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

47) Which of the following did a poll find to be the most important variable in employee productivity?

A) pay level

B) quality of the employee-supervisor relationship

C) quality of the workplace environment

D) the benefits that employees enjoyed

Answer: B

Diff: 2 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

48) The primary job of a manager is to \_\_\_\_\_\_\_\_.

A) make decisions that help an organization grow

B) tackle tasks that are too difficult for nonmanagerial employees

C) coordinate between organization leaders and ordinary employees

D) direct and oversee the work of others

Answer: D

Diff: 1 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

49) The work of a manager \_\_\_\_\_\_\_\_.

A) is strictly limited to overseeing and monitoring the work of others

B) may involve performing tasks that are not related to overseeing others

C) involves only high-level tasks that require a sophisticated skill set

D) does not involve interaction with nonmanagerial employees

Answer: B

Diff: 2 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

50) A *supervisor* is often considered to be a \_\_\_\_\_\_\_\_.

A) team leader

B) middle manager

C) first-line manager

D) top manager

Answer: C

Diff: 1 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

51) Which of the following types of managers is responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization?

A) team leader

B) top manager

C) department head

D) project leader

Answer: B

Diff: 1 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

52) Which is an important job responsibility for a middle manager?

A) defining the organization's long-term goals

B) translating goals defined by top managers into action

C) helping top managers define goals

D) performing tasks that are not related to long-term goals

Answer: B

Diff: 2 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

53) Which of the following identifies a manager who does NOT typically supervise other managers?

A) unit chief

B) shift manager

C) vice-president

D) division manager

Answer: B

Diff: 2 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

54) Which of the following represents the lowest managerial position among the choices given?

A) a nonmanagerial employee

B) an individual involved in defining the organization's philosophy

C) a vice-president

D) a middle manager

Answer: D

Diff: 2 Type: MC

Skill: Applied

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

55) All levels of management between the supervisory level and the top level of the organization are termed \_\_\_\_\_\_\_\_.

A) middle managers

B) first-line managers

C) supervisors

D) team leaders

Answer: A

Diff: 2 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

56) Which of the following levels of management is associated with positions such as executive vice-president, chief operating officer, chief executive officer, and chairperson of the board?

A) team leaders

B) middle managers

C) first-line managers

D) top managers

Answer: D

Diff: 1 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Reflective Thinking

57) Large organizations in the private sector with shares available on the stock exchange are often considered to be \_\_\_\_\_\_\_\_.

A) privately held

B) publicly held

C) community held

D) family organizations

Answer: B

Diff: 1 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Reflective Thinking

58) An organization is \_\_\_\_\_\_\_\_.

A) the physical location where people work

B) any collection of people who all perform similar tasks

C) a deliberate arrangement of people to accomplish some specific purpose

D) a group of individuals focused on profit-making for their shareholders

Answer: C

Diff: 2 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

59) All organizations have \_\_\_\_\_\_\_\_, which define(s) the organization's purpose and reason for existing.

A) limits

B) rules

C) structure

D) goals

Answer: D

Diff: 2 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

60) One of the common characteristics of all organizations is \_\_\_\_\_\_\_\_ that define(s) rules, regulations, and values of the organization.

A) a set of written bylaws

B) an explicit goal

C) a deliberate structure

D) a stated purpose

Answer: C

Diff: 2 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

61) Not-for-profit organizations are different from for-profit organizations primarily \_\_\_\_\_\_\_\_.

A) in the way they make decisions

B) in the way they measure success

C) in the way they motivate employees

D) in how they hire employees

Answer: B

Diff: 2 Type: MC

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

62) Why might a manager for a not-for-profit organization seem as concerned with the organization's financial well-being as a for-profit manager?

A) Not-for-profit managers are evaluated on financial performance only.

B) Not-for-profit managers try to give the illusion that they care about the "bottom line."

C) Many not-for-profit organizations have tight budgets and must be very efficient.

D) Not-for-profit organizations have an obligation to turn a profit.

Answer: C

Diff: 2 Type: MC

Skill: Applied

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

The Perfect Manager (Scenario)

Brenda Kraft has proven herself to be an able manager. Her section has a high project completion rate with the highest-quality product and the lowest defects in her division. In addition, she accomplishes this with fewer full-time people than other managers. Co-workers say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic "management processes."

63) Consider Brenda's role and responsibilities. What type of manager is Brenda?

A) lower-level manager

B) middle-level manager

C) top-level manager

D) senior manager

Answer: A

Diff: 2 Type: MC

Skill: Applied

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

The Busy Day (Scenario)

Don Sakaguchi, manager at Control Systems, Inc., sighs as he sips his coffee at 5 a.m. and reads his agenda for the day. Don's first duty is to preside over a retirement party for a beloved employee and say a few words on her behalf. Next, he will give a tour to a news reporter who is writing a story on the new plant expansion. Don then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent performance drop (a task Don always hates). Finally, in the late afternoon, Don will be reviewing the recent equipment malfunction and deciding whether to deploy extra people to get the equipment running as soon as possible. What a day!

64) What kind of a manager is Don likely to be?

A) first-line manager

B) CEO of a major corporation

C) low-level middle manager

D) plant manager

Answer: D

Diff: 3 Type: MC

Skill: Applied

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

Everyday Management (Scenario)

Rashad begins his work day at a local bicycle shop. He works in a team of four who share many tasks including repairing bicycles, serving customers, and tending to the store. All four report to the store's owner. After work Rashad volunteers at the local community centre pool operated by his municipality. In the first hour of his shift he works as a lifeguard. In the second hour he leads a swimming lesson as the instructor. After volunteering he meets his teammates at the soccer field for their weekly league game. He then returns home to his bachelor apartment.

65) When in Rashad's day is he most likely acting as a leader?

A) as an employee of the bicycle shop

B) a volunteer lifeguard

C) as a member of the soccer team

D) as a swimming instructor

Answer: D

Diff: 2 Type: MC

Skill: Applied

LO: 1.3 Describe who managers are and where they work.

AACSB: Reflective Thinking

66) The bicycle shop at which Rashad works is what type of organization?

A) privately held

B) public sector

C) nonprofit sector

D) nongovernmental

Answer: A

Diff: 2 Type: MC

Skill: Applied

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

67) What type of organization is the community centre where Rashad volunteers?

A) public sector

B) privately held

C) private sector

D) nongovernmental

Answer: C

Diff: 2 Type: MC

Skill: Applied

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

Toys "R" Us Management (Scenario)

Allyson Koteski loves her job as the manager of the Toys "R" Us store in Guelph, Ontario. She loves the chaos created by lots of kids, toys, and noise. She even loves the long and variable hours during hectic holiday seasons. Because employee turnover is a huge issue in the retail world, Allyson enjoys the challenge of keeping her employees motivated and engaged so they will not quit. The occasional disgruntled customer does not faze her either. She patiently listens to the problems and tries to resolve them satisfactorily. This is what Allyson's life as a manager is like.

68) As a store manager who reports to a regional director, what type of manager is Allyson?

A) lower-level manager

B) middle-level manager

C) top-level manager

D) public manager

Answer: A

Diff: 2 Type: MC

Skill: Applied

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

69) Today, the basic management functions are considered to be \_\_\_\_\_\_\_\_.

A) planning, coordinating, leading, and monitoring

B) planning, organizing, leading, and motivating

C) commanding, organizing, leading, and decision making

D) planning, organizing, leading, and controlling

Answer: D

Diff: 2 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

70) How many management functions were originally proposed by Henri Fayol?

A) three: plan, organize, lead

B) four: plan organize, lead, control

C) five: plan, organize, command, coordinate, control

D) ten: 3 interpersonal, 3 informational, 4 decisional

Answer: C

Diff: 1 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

71) The controlling management function is largely a matter of \_\_\_\_\_\_\_\_.

A) resolving conflicts

B) determining what needs to be done

C) monitoring to see that tasks are accomplished

D) enforcing rules for employees

Answer: C

Diff: 2 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

72) Organizing includes \_\_\_\_\_\_\_\_.

A) defining organizational goals

B) resolving conflicts

C) motivating organizational members

D) determining who does what tasks

Answer: D

Diff: 2 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

73) Resolving a conflict would be considered to fall under which managerial function?

A) controlling

B) planning

C) directing

D) leading

Answer: D

Diff: 2 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

74) In addition to monitoring performance, an important part of the controlling function is \_\_\_\_\_\_\_\_.

A) evaluating

B) structuring

C) coordinating

D) punishing

Answer: A

Diff: 2 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

75) \_\_\_\_\_\_\_\_ developed a categorization scheme for defining what managers do consisting of 10 different but highly interrelated roles.

A) Henri Fayol

B) Robert L. Katz

C) Henry Mintzberg

D) Henry Ford

Answer: C

Diff: 1 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

76) Mintzberg grouped the 10 management roles into \_\_\_\_\_\_\_\_.

A) 4 functions: planning organizing, leading, controlling

B) 5 functions: planning, organizing, commanding, coordinating, controlling

C) 3 categories: interpersonal, informational, decisional

D) 3 categories: coordinating, controlling, commanding

Answer: C

Diff: 1 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

77) Giving a key note speech at an organization's banquet would fall into which Mintzberg management role category?

A) informational

B) interpersonal

C) decisional

D) entrepreneurial

Answer: B

Diff: 3 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Application of Knowledge

78) Why is a negotiator a decisional role according to Mintzberg?

A) Negotiation requires a manager to be able to deal with financial matters.

B) Negotiation requires no interpersonal or informational skill.

C) Negotiation requires taking a position and deciding how and when to compromise.

D) The task of negotiation is taken on only by the decision makers, who are always top managers.

Answer: A

Diff: 3 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

79) A pharmaceutical company manager attending a meeting of academic scientists would be functioning in which role?

A) informational

B) figurehead

C) liaison

D) decisional

Answer: C

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Application of Knowledge

80) A finance manager who reads the *Globe and Mail* on a regular basis would be performing which role?

A) leader

B) monitor

C) disseminator

D) liaison

Answer: B

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

81) The emphasis that managers give to various activities is generally based on their \_\_\_\_\_\_\_\_.

A) organizational level

B) tenure with the organization

C) experience in their field

D) skill specialty

Answer: A

Diff: 2 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

82) Which of the following is an example of a disseminator?

A) transmits information to outsiders

B) transmits information from outsiders

C) greets visitors

D) receives a wide variety of external information

Answer: B

Diff: 2 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Application of Knowledge

83) The managerial function that changes the least between middle and top managers is \_\_\_\_\_\_\_\_.

A) planning

B) organizing

C) controlling

D) leading

Answer: C

Diff: 2 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

84) The role of \_\_\_\_\_\_\_\_ is more important for managers of small organizations than for managers working in large corporations.

A) disseminator

B) spokesperson

C) entrepreneur

D) resource allocator

Answer: B

Diff: 2 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

85) Preparing a budget is an example of which management function?

A) planning

B) controlling

C) organizing

D) leading

Answer: B

Diff: 1 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Application of Knowledge

86) Which of the following is a reason the functions approach is more useful than the Mintzberg roles approach?

A) simplicity and clarity

B) not every role is needed

C) not being a "player" with impact within its industry

D) having a relatively small market share of its product

Answer: A

Diff: 2 Type: MC

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

87) Managers working in one of Canada's public universities are managing in what type of organization?

A) nonprofit sector

B) publicly held

C) privately held

D) private sector

Answer: A

Diff: 1 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Reflective Thinking

88) When an entrepreneur hires more employees for his lawn care business, this is an example of which management function?

A) leading

B) planning

C) organizing

D) controlling

Answer: C

Diff: 1 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Reflective Thinking

The Perfect Manager (Scenario)

Brenda Kraft has proven herself to be a competent manager. Her section has a high project completion rate with the highest-quality product and the lowest defects in her division. In addition, she accomplishes this with fewer full-time people than other managers. Co-workers say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic "management processes."

89) Brenda's ability to delegate responsibility well is evidence that she excels at which management function?

A) planning

B) controlling

C) leading

D) organizing

Answer: D

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

90) Brenda receives a bulletin from head office recognizing the exceptional performance of her section and her team and reporting that they have earned their bonuses for this quarter. At the beginning of the next shift Brenda shares this good news with the team. As she does this she is performing which management role?

A) monitor

B) personal

C) decisional

D) informational

Answer: D

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

Joe the Manager (Scenario)

As a production supervisor, Joe determines the number of output units his department will produce each week. On Monday, he informs his team that the schedule is going to be difficult this week due to the increased number of output units. He goes on to tell them that he is confident that they can fulfill the schedule because they are tough, talented, and "when the going gets tough, they are the ones who get going." Each day during the week, Joe checks the amount of output that the employees have completed and the number of units that have been rejected.

91) When Joe decides the number of output units his team will be able to produce this week, which of the management processes is he performing?

A) controlling

B) leading

C) planning

D) organizing

Answer: C

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

92) When Joe checks the amount of output units that the team has completed and the number of units that have been rejected, he is performing which of the management processes?

A) controlling

B) leading

C) planning

D) organizing

Answer: A

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

93) When Joe brings in two additional contractors and allocates them to the production team, he is performing which of the management functions?

A) controlling

B) leading

C) planning

D) organizing

Answer: D

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

94) When Joe tells the employees that he is sure they can fulfill the schedule because they are the ones "who get going when the going is tough," he is performing which of the management processes?

A) controlling

B) leading

C) planning

D) organizing

Answer: B

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

The Busy Day (Scenario)

Don Sakaguchi, manager at Control Systems, Inc., sighs as he sips his coffee at 5 a.m. and reads his agenda for the day. Don's first duty is to preside over a retirement party for a beloved employee and say a few words on her behalf. Next, he will give a tour to a news reporter who is writing a story on the new plant expansion. Don then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent performance drop (a task Don always hates). Finally, in the late afternoon, Don will be reviewing the recent equipment malfunction and deciding whether to deploy extra people to get the equipment running as soon as possible. What a day!

95) What role will Don be performing when he gives the plant tour to the newspaper reporter?

A) monitor

B) entrepreneur

C) spokesperson

D) resource allocator

Answer: C

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

96) When Don attends the retirement party, he will be operating in which of the management roles?

A) leader

B) liaison

C) monitor

D) figurehead

Answer: D

Diff: 3 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

97) When Don meets with Phil to discuss Phil's output decline, in which management role will Don be operating?

A) leader

B) figurehead

C) disseminator

D) spokesperson

Answer: A

Diff: 3 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

98) When Don reviews the equipment malfunction, what management role will he play in deciding whether to bring in extra people?

A) monitor

B) disseminator

C) resource allocator

D) disturbance handler

Answer: C

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

99) Which management function is Don fulfilling as he presides over the retirement party for a colleague?

A) leading

B) controlling

C) organizing

D) planning

Answer: A

Diff: 1 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

100) As Don conducts Phil's performance review, he is performing which managerial function?

A) planning

B) leading

C) organizing

D) controlling

Answer: D

Diff: 1 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

101) Which management function is demonstrated as Don reviews the equipment malfunction and decides whether to deploy extra people to get the equipment running?

A) planning

B) leading

C) organizing

D) controlling

Answer: C

Diff: 1 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

The General Manager (Scenario)

Keyana is the general manager of a power plant. This morning she will meet with city officials to discuss environmental issues. After the meeting, she will confer with the plant's section managers to address the concerns of the city representatives. This afternoon Keyana will meet with a team leader to go over a complaint filed by an employee. After the complaint meeting, Keyana plans to spend time in the library and on the Internet researching new technologies that can be used to improve the performance of her plant.

102) When Keyana learns from city officials about how her plant's operations may be affecting the environment, she is performing which management role?

A) leader

B) resource allocator

C) entrepreneur

D) liaison

Answer: D

Diff: 3 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

103) When Keyana addresses a complaint filed by an employee, she is performing which management role?

A) resource allocator

B) disturbance handler

C) liaison

D) figurehead

Answer: B

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

104) When Keyana meets with the section managers to brief them on the concerns of the city officials, which management role is she performing?

A) disseminator

B) liaison

C) disturbance handler

D) negotiator

Answer: A

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

105) When Keyana spends time searching for new technologies for her plant, she is performing which management role?

A) leader

B) entrepreneur

C) spokesperson

D) disturbance handler

Answer: B

Diff: 3 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

The General Manager (Scenario)

Malik is the general manager of a power plant. After a meeting with city officials to discuss environmental issues, he spent the day researching new technologies that can be used to improve the performance of his plant. He discovered a new opportunity based on that research.

106) Which decisional role did Malik use during the day?

A) negotiator

B) entrepreneur

C) disturbance handler

D) resource allocator

Answer: B

Diff: 3 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

107) Malik's ability to understand the complex environmental regulations and simplify it so that his managers can apply it to their jobs is an example of which managerial role?

A) spokesperson

B) monitor

C) disseminator

D) resource allocator

Answer: D

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

Toys "R" Us Management (Scenario)

Allyson Koteski loves her job as the manager of the Toys "R" Us store in Guelph, Ontario. She loves the chaos created by lots of kids, toys, and noise. She even loves the long and variable hours during hectic holiday seasons. Because employee turnover is a huge issue in the retail world, Allyson enjoys the challenge of keeping her employees motivated and engaged so they will not quit. The occasional disgruntled customer does not faze her either. She patiently listens to the problems and tries to resolve them satisfactorily. This is what Allyson's life as a manager is like.

108) Given Allyson's preference for motivating employees and keeping them satisfied with their work, she seems to prefer which management function?

A) planning

B) leading

C) organizing

D) controlling

Answer: B

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

Party Planners (Scenario)

Heba Hashi has expanded her party planning business into two additional areas — glassware rentals and event planning training. She remains as founder of the company but decides to hire a full-time CEO to overlook all of the business. She has a manager responsible for each business line: party planning, glassware rentals, and event planning training.

Some of the employees work in more than one of the lines of business. The managers work hard to ensure the employees are clear on what tasks are to be done and where decisions are to be made.

109) When the CEO secures an outside investor to help grow the three businesses, that is evidence of which of the management functions?

A) organizing

B) leading

C) controlling

D) planning

Answer: D

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

110) When it comes to annual review time, the decision of which manager should conduct the performance appraisal falls under which management function?

A) organizing

B) leading

C) controlling

D) planning

Answer: A

Diff: 3 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

111) When Jia attends a networking event with the hopes of making the right connections, she is enhancing which type of skills?

A) political

B) conceptual

C) technical

D) interpersonal

Answer: A

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

112) Samar's specialized knowledge in marketing is connected with which type of skills?

A) political

B) conceptual

C) technical

D) interpersonal

Answer: C

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

113) Denait has analyzed the impact the recession will have on her business. She is applying which type of skills?

A) political

B) conceptual

C) technical

D) interpersonal

Answer: B

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

114) Pallavi's knowledge of the developmental services sector is an example of which type of skills?

A) political

B) conceptual

C) technical

D) interpersonal

Answer: C

Diff: 2 Type: MC

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

115) A common factor that all managers face in today's world is the \_\_\_\_\_\_\_\_.

A) changing nature of work

B) lagging development of technology

C) demand to move to a production-based economy

D) boredom of employees

Answer: A

Diff: 3 Type: MC

Skill: Applied

LO: 1.5 Describe the factors that are reshaping and redefining management.

AACSB: Analytical Thinking

116) How do customers play a role in changing the job of the modern manager?

A) Managers are learning to think of customers as adversaries in a battle of survival.

B) Managers are inviting customers to take control of the planning and design of new products.

C) Managers are increasingly de-emphasizing customer satisfaction as a major goal.

D) Managers are increasingly including customer satisfaction as a major goal.

Answer: D

Diff: 2 Type: MC

Skill: Applied

LO: 1.5 Describe the factors that are reshaping and redefining management.

AACSB: Analytical Thinking

117) What does a company's prompt, courteous, and helpful answering of a telephone with a human operator signal to the customer who is calling?

A) The company has high prices.

B) The company is wasting resources on telephone operators.

C) The company is responsive to the customer's needs.

D) The company has low prices.

Answer: C

Diff: 2 Type: MC

Skill: Applied

LO: 1.5 Describe the factors that are reshaping and redefining management.

AACSB: Analytical Thinking

118) Why is innovation a key component of a manager's job in today's business environment?

A) Innovation keeps employees on their toes.

B) Innovation gives companies a "fresh" image without changing much real substance.

C) New approaches are always superior to old approaches.

D) Innovation efforts are needed in all types of organizations.

Answer: D

Diff: 2 Type: MC

Skill: Applied

LO: 1.5 Describe the factors that are reshaping and redefining management.

AACSB: Analytical Thinking

119) Management's responsibility to be attentive to environmental and societal challenges falls under which category?

A) social media

B) politics

C) managerial ethics

D) sustainability

Answer: D

Diff: 3 Type: MC

Skill: Applied

LO: 1.5 Describe the factors that are reshaping and redefining management.

AACSB: Analytical Thinking

120) Described as the new frontier, this new challenge for managers has the potential to both boast and drain employee productivity.

A) organizational politics

B) social media

C) environmental activism

D) intrapreneurship

Answer: B

Diff: 2 Type: MC

Skill: Applied

LO: 1.5 Describe the factors that are reshaping and redefining management.

AACSB: Analytical Thinking

121) Studying management can help you develop and improve your \_\_\_\_\_\_\_\_.

A) social skills

B) selling skills

C) employability skills

D) technology skills

Answer: C

Diff: 1 Type: MC

Skill: Recall

LO: 1.6 Describe the key employability skills gained from studying management that are applicable to your future career, regardless of your major.

AACSB: Reflective Thinking

122) Which employability skill encourages individuals to actively work together on a task?

A) Collaboration

B) Communication

C) Critical Thinking

D) Committing

Answer: A

Diff: 1 Type: MC

Skill: Recall

LO: 1.6 Describe the key employability skills gained from studying management that are applicable to your future career, regardless of your major.

AACSB: Analytical Thinking

123) Avinash is hiring a new employee and he is working with human resources to ensure he is following the company's guiding principles for hiring. What skill is Avinash upholding?

A) Commitment

B) Sustainability

C) Communication

D) Social responsibility

Answer: D

Diff: 2 Type: MC

Skill: Applied

LO: 1.6 Describe the key employability skills gained from studying management that are applicable to your future career, regardless of your major.

AACSB: Application of Knowledge

124) Rachel is tasked with preparing a power point presentation to inform her team of new protocols that will be implemented. Which employability skill is Rachel demonstrating?

A) Critical Thinking

B) Communication

C) Implementation

D) Analysis

Answer: B

Diff: 2 Type: MC

Skill: Applied

LO: 1.6 Describe the key employability skills gained from studying management that are applicable to your future career, regardless of your major.

AACSB: Application of Knowledge

125) The main goal of knowledge application and analysis is to achieve a higher level of understanding by \_\_\_\_\_\_\_\_.

A) learning a concept and never using it

B) learning a concept and applying it appropriately it in the same setting

C) learning a concept and applying it appropriately in another setting

D) learning a concept and not understanding it

Answer: C

Diff: 3 Type: MC

Skill: Applied

LO: 1.6 Describe the key employability skills gained from studying management that are applicable to your future career, regardless of your major.

AACSB: Application of Knowledge

126) Discuss the importance of studying management.

Answer: For a future manager, studying management is a "no-brainer." In general, the more you know about successful management practices the more likely you are to become a successful manager. Even if you are not going to become a manager, there are plenty of reasons to study management. If you become a nonmanagerial employee, for example, studying management can help you understand the manager you have to deal with. If you end up working in a system that does not involve management—for example, as an artist or an actor—you are still highly likely to end up dealing with management in important ways. An artist, for example, may work on her own for the most part, but she still must be able to negotiate the tricky waters of dealing with galleries, dealers, museums, and so on, all of which involve managers and management. Even if you can avoid managers of all types, you will undoubtedly earn and invest money in your life and understanding management will help you invest that money wisely. As recent economic troubles have proved, good management is more important than ever. Those who try to invest well without knowing about good management practices invest at their peril. A final reason for studying management is the reality that most students, once they graduate from college or university and begin their careers, will either manage or be managed.

Diff: 3 Type: ES

Skill: Recall

LO: 1.1 Explain why it's important to study management.

AACSB: Reflective Thinking

127) Discuss the difference between efficiency and effectiveness.

Answer: Efficiency refers to getting the most output from the least amount of input. Efficiency is often referred to as "doing things right"—that is, performing a task with a minimum of wasted time, energy, labour, and resources and a maximum of the product being created. A mathematical measure of efficiency is given by the ratio of input to output. The smaller the input-to-output ratio, the greater the efficiency of the process. Effectiveness is often described as "doing the right things"—that is, those work activities that will help the organization reach its goals. Where efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends or attainment of organizational goals.

Diff: 2 Type: ES

Skill: Recall

LO: 1.2 Define management.

AACSB: Analytical Thinking

128) Compare the tasks, priorities, and responsibilities of team, first-line, middle, and top managers.

Answer: Middle managers are those managers found between the lowest and top levels of the organization. These individuals often manage other managers and maybe some nonmanagerial employees and are typically responsible for translating the goals set by top managers into specific details that lower-level managers will see get done. Middle managers may have such titles as department or agency head, project leader, unit chief, district manager, division manager, or store manager. First-line managers are those individuals responsible for directing the day-to-day activities of nonmanagerial employees. First-line managers are often called supervisors, shift managers, office managers, department managers, or unit coordinators. We want to point out a special type of manager that has become more common as organizations use employee work teams. These managers, or team leaders, are individuals who are responsible for managing and facilitating the activities of a work team.

Diff: 2 Type: ES

Skill: Recall

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

129) Provide examples to explain how a process can be (a) efficient but not effective, and (b) effective but not efficient.

Answer:

(a) Efficient but not effective: A craftsman building a wooden table may be highly efficient in the way he uses his time, energy, and wood in producing his product. However, despite this efficiency, the craftsman may still end up with a rickety table, thereby not fulfilling his goal of building a strong, sturdy table and failing to be effective. (b) Effective but not efficient: A craftsman may be inefficient and waste a great deal of time, energy, and wood in building a table. However, the table itself can turn out to be strong, sturdy, and beautiful, thereby fulfilling the goal of the process and qualifying the craftsman as effective.

Diff: 2 Type: ES

Skill: Applied

LO: 1.3 Describe who managers are and where they work.

AACSB: Analytical Thinking

130) List and explain the four basic functions of management.

Answer: Planning involves the process of defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities so the organization can achieve its goals. Planning can be short term in scope (planning tomorrow's schedule) or long term (creating a five-year expansion plan). Organizing involves the process of determining what tasks need to be done, who should do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made. Leading is primarily concerned with motivating subordinates and getting them to work in the most effective and efficient ways possible. Leading also involves directing and instructing subordinates as well as resolving any conflicts that arise between them. A leader is a role model who must always keep in mind that his or her example is being observed by subordinates. Typically, a leader who is fair, consistent, sets high standards, and lives up to those standards has the best results. Controlling is largely a function of monitoring subordinates to ensure that work is proceeding as it should and goals will be met. Evaluation is a key part of controlling. Managers must correct inefficiencies and flaws in the process that is being carried out. Controlling also involves rewarding productive individuals and disciplining unproductive individuals to give incentive for them to meet organizational goals.

Diff: 2 Type: ES

Skill: Recall

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

131) List and discuss the interpersonal managerial roles developed by Mintzberg. Include specific examples of each role.

Answer: The interpersonal roles are roles that involve people and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include being a figurehead, leader, and liaison. A figurehead is a symbolic head of an organization. A figurehead represents the organization to the community at large. The figurehead may be required to give speeches, perform ceremonial duties, sign contracts, and make statements to the media. Typically, a figurehead's official statements would be of a general nature, while more substantive and technical statements would be provided by a spokesperson. A leader is responsible for the motivation and activation of subordinates. A leader also has staffing and training duties. A leader needs to be able to inspire and excite, but she must also be able to dole out consequences when goals are not met. A significant amount of a leader's time might be taken up resolving disputes and solving problems that arise between team members. For these tasks, leaders strive to be seen as fair, open-minded, and tough. A liaison provides a link from the organization to the outside world. A liaison may link to individuals, members of the media, or other organizations. A liaison represents the organization in these capacities and so must be prudent in what he says and doesn't say. When a meeting between an outside entity and the organization needs to take place, the liaison typically organizes the meeting, provides introductions, and generally smooths the way for both parties to feel comfortable.

Diff: 2 Type: ES

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

132) List and discuss the decisional managerial roles developed by Mintzberg. Include specific examples of each role.

Answer: The decisional roles revolve around making choices. The four decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator. An entrepreneur searches the organization and its environment for opportunities and initiates "improvement projects" to bring about changes. The entrepreneur's primary task is to develop new products and opportunities for the organization. Within a growing organization an entrepreneur may be highly ambitious and innovative. For example, a fashion company manager may depart from the company's original mission and develop a line of furniture under the company umbrella. With older, more established organizations the entrepreneur would be more likely to develop new methods of production rather than new products themselves. For example, a health maintenance organization manager may develop a new system in which to keep medical records. A disturbance handler is responsible for solving problems and "fixing" difficult situations when they arise. Examples could include anything from two employees who don't get along to a major complaint of job discrimination from an employee that threatens a lawsuit. In either case, the manager must mediate between the parties and try to resolve the situation in a manner that is fair and is minimally harmful to the organization. A resource allocator must figure out how to distribute and divide all organization resources. Resources may include assets of all types—people, funds, buildings, land, equipment, time, energy, and so on. Allocation of resources often boils down to making decisions about priorities. For example, where should a baseball executive invest his money–on two relief pitchers or one shortstop? Deciding how to divide up budgets of all types is the resource allocator's job. A negotiator is also a kind of resource allocator. Negotiators are responsible for making deals—between an organization and its union, a company and its suppliers, a school district and its teachers, a building contractor and her client, and so on. In each case, decisions must be made about where to draw the line—how much money or other resources can one side afford to give up versus the amount the other side requires?

Diff: 2 Type: ES

Skill: Applied

LO: 1.4 Describe what managers do.

AACSB: Analytical Thinking

133) What are four specific changes that are increasingly important to managers everywhere?

Answer: A manager must understand the importance of customers. Without them, most organizations would cease to exist. Managers are recognizing that delivering consistent high-quality customer service is essential for survival and success in today's competitive environment and that employees are an important part of that equation. In today's challenging environment, innovation *is* critical, and managers need to understand what, when, where, how, and why innovation can be fostered and encouraged throughout an organization. More and more businesses are turning to social media not just as a way to connect with customers but also as a way to manage their human resources and tap into their innovation and talent. Managers need to remember that social media are tools that needs to be managed to be beneficial. What's emerging in the twenty-first century is the concept of managing in a sustainable way, which has had the effect of widening corporate responsibility not only to managing in an efficient and effective way but also to responding strategically to a wide range of environmental and societal challenges. Running an organization in a more sustainable way will mean making informed business decisions based on (1) communicating openly with various stakeholders and understanding their requirements and (2) factoring economic, environmental, and social aspects into how they pursue their business goals.

Diff: 2 Type: ES

Skill: Applied

LO: 1.5 Describe the factors that are reshaping and redefining management.

AACSB: Analytical Thinking

134) What are the five employability skills that are important to success in a variety of business settings?

Answer: These skills include

Critical thinking: involves purposeful and goal-directed thinking used to define and solve problems and to make decisions or form judgements related to a particular situation or set of circumstances. Communication: effective use of oral, written, and nonverbal communication skills for multiple purposes. Collaboration: individuals can actively work together on a task, constructing meaning and knowledge as a group through dialogue and negotiation that results in a final product reflective of their joint, interdependent actions. Knowledge application and analysis: the ability to learn a concept and then apply that knowledge appropriately in another setting to achieve a higher level of understanding. Social responsibility: related to both business ethics and corporate social responsibility. Corporate social responsibility is a form of ethical behaviour that requires that organizational decision makers understand, identify, and eliminate unethical economic, environment, and social behaviour.

Diff: 2 Type: ES

Skill: Applied

LO: 1.6 Describe the key employability skills gained from studying management that are applicable to your future career, regardless of your major.

AACSB: Analytical Thinking