**Chapter 1**

**Introducing Management**

True/False

1. The best employers in the new workplace of the 21st century have high performance expectations, and are extremely good at attracting and retaining talented employees.

Answer: True

Difficulty: Easy

Section Reference: Introduction

Learning Objective: Describe the current workplace environment in Canada.

2. “High involvement” organizations create challenging and enriched jobs, allow employee input in decision making, and avoid layoffs and excessive turnover.

Answer: True

Difficulty: Easy

Section Reference: Introduction

Learning Objective: Describe the current workplace environment in Canada.

3. In the new economy, organizations are expected to continuously excel on meeting their performance criteria even if it means placing a lower priority on ethical and social responsibilities.

Answer: False

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

4. An employee’s talents are what they know, what they learn, and what they do with it.

Answer: True

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

5. The most important factors for operating effectively in a new economy are increased profits, greater return on investment, shareholder involvement, self-management, and competitiveness.

Answer: False

Difficulty: Hard

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

6. In the new economy, careers require employees to take personal initiative, be self-disciplined, and pursue continuous learning.

Answer: True

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

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

Answer: True

Difficulty: Easy

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

8. The intellectual capital equation is simply: intellectual capital = competency x commitment.

Answer: True

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

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

Answer: False

Difficulty: Hard

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

10. While managing workforce diversity has legal considerations it also has a substantial impact on individual and company performance.

Answer: True

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

11. Prejudice is the holding of negative opinions and attitudes about people who lack interpersonal or technical skills.

Answer: False

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

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

Answer: False

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

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

Answer: True

Difficulty: Easy

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

14. National and geographic boundaries of world business are becoming increasingly more well-defined as global competition increases.

Answer: False

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

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

Answer: True

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

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

Answer: False

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

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

Answer: True

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

18. Outsourcing presents itself both as an opportunity and a challenge in today’s global economy.

Answer: True

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

19. As a result of advances and the complexity of new technologies there is an increasing demand for knowledge workers.

Answer: True

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

20. Virtual space has increased the need for face-to-face meetings, international travel and sharing of information.

Answer: False

Difficulty: Hard

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

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

Answer: False

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

22. Integrity and ethical leadership must be practiced at all organizational levels.

Answer: True

Difficulty: Easy

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

23. Society is becoming more lenient in its expectations that social institutions conduct their affairs according to high moral standards.

Answer: False

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

24. Charles Handy uses the Irish shamrock to symbolize the different career implications of the three distinct employment patterns that have emerged in the new economy.

Answer: True

Difficulty: Easy

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

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

Answer: True

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

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

Answer: False

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

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

Answer: True

Difficulty: Easy

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

28. Organizations in the new workplace should focus on more profits and be less concerned with making real and positive contributions to society.

Answer: False

Difficulty: Easy

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

29. To survive in the new workplace, people must have links with peers and others inside and outside the organization in order to get things done and be able to communicate personal and work group successes and progress.

Answer: True

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

30. An organization is a group of people working independently while at the same time pursuing their individual goals.

Answer: False

Difficulty: Easy

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

31. Each organization should return value to society and satisfy customers’ needs in order to justify its continued existence.

Answer: True

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

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

Answer: True

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

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

Answer: False

Difficulty: Easy

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

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

Answer: True

Difficulty: Easy

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

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

Answer: False

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

36. Value creation refers to the operation through which a business or non-profit organization can add value to the original cost of resource inputs while the business organization earns a profit or the non-profit organization adds wealth to society.

Answer: True

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

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

Answer: False

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

38. Productivity is a measure of the quantity and quality of work performance taking into account how much resources are used.

Answer: True

Difficulty: Easy

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

39. Performance effectiveness is a measure of resource costs associated with goal accomplishment, whereas performance efficiency is an output measure of task or goal accomplishment.

Answer: False

Difficulty: Easy

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

40. Resource utilization determines whether an organization is efficient.

Answer: True

Difficulty: Easy

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

41. Low versus high goal attainment determines whether an organization is efficient but not effective.

Answer: False

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

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

Answer: False

Difficulty: Hard

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

43. Greater focus on command and control, concern for efficiency, and emphasis on individual performance are some recent trends in managing organizations.

Answer: False

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

44. Because of the pressures to achieve performance excellence, the command-and-control approach to leadership is being re-emphasized.

Answer: False

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

45. The general environment consists of all conditions in the external environment that form a background context for managerial decision making.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

46. The general environment consists of the economic, social-cultural, legal-political, technological, and natural environment conditions in the external environment that can substantially influence the operations of an organization.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

47. Socio-cultural conditions in the general environment include the philosophy and objectives of the political party or parties running the government, as well as laws and governmental regulations.

Answer: False

Difficulty: Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

48. Legal-political conditions in the general environment include norms, customs, and social values regarding human right; trends in education and related social institutions; and demographic patterns in society.

Answer: False

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

49. Organizations that treat their people better tend to perform better.

Answer: True

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

50. A manager is a person in an organization who supports and is responsible for the work efforts and performance accomplishments of other people.

Answer: True

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

51. A manager is a person who is primarily responsible for completing his/her own work, not managing the overall performance of entire organization.

Answer: False

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

52. A manager is a person in an organization who is responsible for the work efforts and performance accomplishments of other people.

Answer: True

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

53. Managers have the least vital job in society since their primary goal is to help people to achieve their career objectives.

Answer: False

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

54. Top managers are responsible for the performance of an organization as a whole or for one of the larger parts.

Answer: True

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

55. Top managers are more concerned with the daily operations of the internal business processes than with activities in the external environment that impact the organization.

Answer: False

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

56. Middle managers are in charge of relatively large departments or divisions consisting of smaller work units.

Answer: True

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

57. Middle managers are responsible for supervising small groups or work units.

Answer: False

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

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

Answer: True

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

59. A project manager is responsible for managing a smaller work unit composed of professionals.

Answer: False

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

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

Answer: False

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

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

Answer: True

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

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

Answer: False

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

63. Line managers use special expertise to advise and support the efforts of staff workers.

Answer: False

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

64. General managers have responsibility for managing a single area of activity, such as finance, marketing, production, human resources, accounting, or sales.

Answer: False

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

65. Administrators are managers who are directly responsible for managing budgets and operations in large corporations.

Answer: False

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

66. Managers help people, working individually or in groups, to achieve productivity and accomplish organizational goals.

Answer: True

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

67. Accountability is the requirement of an employee to show performance results to some person of higher authority within his or her area of responsibility.

Answer: True

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

68. Efficient managers help others to both (a) achieve high levels of performance and (b) experience satisfaction in their work.

Answer: False

Difficulty: Hard

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

69. Quality of work life is an indicator of the overall quality of human experiences in the workplace.

Answer: True

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

70. In organizations that are operating with an upside-down pyramid, operating workers are near the top of the organization, just below the customers and clients they serve, and are supported by the managers located at the bottom.

Answer: True

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

71. In an upside-down pyramid, managers symbolically remain at the top of the organizational pyramid.

Answer: False

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

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

Answer: True

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

73. Management is the process of planning, organizing, leading, and controlling the use of resources to accomplish performance goals.

Answer: True

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

Answer: False

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

Answer: True

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

Answer: True

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

Answer: False

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

78. According to Henry Mintzberg, the manager’s interpersonal roles include being an entrepreneur, disturbance handler, resource allocator, and negotiator.

Answer: False

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

79. Agenda setting and networking are activities that contribute to a general manager’s success.

Answer: True

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

80. Good managers focus on setting and implementing goals with the help of relatively few people who work inside of the organization.

Answer: False

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

Answer: True

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

82. The demands of today’s organizations create problems, opportunities, and performance expectations that make people’s career success dependent on a commitment to continuous lifelong learning.

Answer: True

Difficulty: Hard

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

Answer: False

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

Answer: False

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

85. Emotional intelligence relates to one’s ability to develop social and interpersonal skills.

Answer: True

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

86. A conceptual skill is the ability to use special skills or expertise to do one’s work.

Answer: False

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

87. A managerial competency is a skill-based capability that contributes to high performance in a managerial job.

Answer: True

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

88. Self-management is the ability to work effectively with others as a member of a team.

Answer: False

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

89. Managers work long hours, work at an intense pace, work at unified and uniform tasks, work with few communication media, and work largely through technical directives.

Answer: False

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

Answer: True

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

Multiple Choice

91. The “themes of the day” for great organizations in the New Economy are:

a) Participation, Respect, Tradition, Involvement, Self-management

b) Self-management, Involvement, Respect, Participation, Teamwork

c) Involvement, Respect, Self-management, Teamwork, Shareholder value

d) Respect, Involvement, Participation, Self-management, Control

e) Self-management, Participation, Teamwork, Respect, Action

Answer: B

Difficulty: Moderate

Section Reference: Introduction

Learning Objective: Describe the current workplace environment in Canada.

92. In today’s new workplace, careers are being redefined in terms of:

1. Flexibility, free agency, skill portfolios, and entrepreneurship.
2. Free agency, Entrepreneurship, Skill portfolios, Control
3. Skill portfolios, Free agency, Entrepreneurship, Competitiveness
4. Free agency, Skill portfolios, Entrepreneurship, Diversity
5. Entrepreneurship, Free agency, Skill portfolios, Traditional values

Answer: A

Difficulty: Hard

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

93. In addition to initiative and discipline, career success today also requires:

1. Continuous learning
2. Aggressiveness
3. Competitiveness
4. A strong sense of tradition
5. Assertiveness

Answer: A

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

94. The one concept that does not accurately describe factors impacting careers in the new economy is:

1. Free agency.
2. Flexibility.
3. Entrepreneurship.
4. Guaranteed employment.
5. Skill portfolios.

Answer: D

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

95. In the “war for talent,” which is NOT a concern facing hiring organizations.

1. Not enough “Generation Xers” are ready to replace baby boomers soon to retire
2. Many senior managers at America’s largest firms are close to retirement
3. Most large employers are worried their talent pools are insufficient
4. There will always be more qualified workers than available jobs
5. None of the above

Answer: D

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

96. The ultimate foundation of organizational performance is \_\_\_\_\_\_\_\_\_\_.

1. The availability and amount of financial capital.
2. The production of quality goods or the provision of quality services.
3. What people know, what people learn, and what people do with what they know and learn.
4. Generating a good return on capital investments.
5. Encouraging teamwork and employee involvement

Answer: C

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

97. \_\_\_\_\_\_\_\_\_\_ is defined as the collective brainpower or shared knowledge of a workforce that can be used to create value.

1. Managerial expertise
2. Intellectual capital
3. A learning organization
4. Knowledge management
5. Managerial competency

Answer: B

Difficulty: Easy

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

98. Having a successful career in the new economy requires a person to \_\_\_\_\_\_\_\_\_\_.

1. Be willing to achieve greater personal competency and accomplishment
2. Have a variety of personal experiences working in foreign countries
3. Be a self-starter who is continuously learning new things
4. Take risks
5. A and C

Answer: E

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

99. Someone whose mind is a critical asset to employers and who contributes to the intellectual capital of the organization is referred to as a(n) \_\_\_\_\_\_\_\_\_\_.

1. leader
2. executive
3. functional manager
4. intrapreneur
5. knowledge worker

Answer: E

Difficulty: Easy

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. racial discrimination
2. workforce diversity
3. workforce demographics
4. workforce planning and development
5. human resource management

Answer: B

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

101. Holding negative, irrational opinions and attitudes toward members of diverse populations is considered to be \_\_\_\_\_\_\_\_\_\_.

1. discrimination
2. unethical
3. illegal
4. prejudice
5. immoral

Answer: D

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. prejudice
2. discrimination
3. the glass ceiling effect
4. stereotyping
5. bias

Answer: B

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

103. The existence of an invisible barrier that prevents women and minorities from rising above a certain level of organizational responsibility is called \_\_\_\_\_\_\_\_\_\_.

1. prejudice
2. the glass ceiling effect
3. Gender Bias.
4. The Good Old Boy network
5. Stereotyping

Answer: B

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

104. \_\_\_\_\_\_\_\_\_\_ is the worldwide interdependence of resource flows, product markets, and business competition that characterizes the new economy.

1. International entrepreneurship
2. International management
3. Globalization
4. Supply chain management
5. Cross-cultural business

Answer: C

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

105. Which of the following statements does not accurately describe the impact of the global economy?

1. The world is increasingly arranged in regional economic blocks.
2. Government leaders in our global economy are concerned about the competitiveness of nations.
3. The national boundaries of business are disappearing.
4. Countries and peoples are increasingly interconnected.
5. There is less economic interdependence between nations.

Answer: E

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

106. \_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_ help organizations of all types and sizes, locally and internationally, to speed transactions and improve decision making.

1. Knowledge workers … computers
2. NAFTA …the World Trade Organization
3. The Internet … information technology
4. Information technology … human capital
5. Globalization … workforce diversity

Answer: C

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

107. \_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_facilitated by information technologies are increasingly becoming the foundations of organizations.

a) Virtual teams and virtual meetings

b) “Networks” and “networking”

c) Online media…electronic commerce

d) Common databases…web blogs

e) None of the above.

Answer: B

Difficulty: Hard

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

108. In \_\_\_\_\_\_\_\_\_\_\_\_\_\_ people hold meetings, access common databases, share information and files, make plans and solve problems together.

a) Web blogs

b) Conference calls

c) Telecommuting

d) Virtual space

e) One of the above

Answer: D

Difficulty: Easy

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

109. \_\_\_\_\_\_\_\_\_\_ consists of a code of moral principles that sets standards of what is “good” or “right” as opposed to being “bad” or “wrong.”

1. A set of norms
2. Personal values
3. Morality
4. Ethics
5. Social responsibility

Answer: D

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. corporate social responsibility
2. opportunistic behaviour
3. violating managerial ethics
4. adhering to company policies
5. dishonesty

Answer: C

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

111. Which of the following are appropriate targets for ethical and social responsibility issues?

1. Concerns for the natural environment.
2. Protection of consumers.
3. Protection of human rights.
4. Product Safety.
5. All of the above.

Answer: E

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

112. In the 21st century, which ethical expectation is an organization and its members not likely to encounter?

1. The expectation of treating customers right and acting in ways consistent with society’s values.
2. The expectation of sustainable development and protection of the natural environment.
3. The expectation of protecting consumers through product safety and fair practices.
4. The expectation of protecting human rights, including employment policies and practices.
5. The expectation that stockholders’ interests and profitability are the primary considerations when organizations make decisions affecting the environment.

Answer: E

Difficulty: Hard

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

113. \_\_\_\_\_\_\_\_\_\_\_\_\_ is defined as a set of standards that describes what is good and right in terms of one’s behaviour.

1. Morality
2. Norms and values
3. Corporate governance
4. Ethics
5. Social responsibility

Answer: D

Difficulty: Easy

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

114. The typical career in the 21st century \_\_\_\_\_\_\_\_\_\_.

1. Won’t be uniformly full-time and limited to a single organization.
2. Will require skills to be portable and of value to more than one employer.
3. Will require skills to be carefully maintained and upgraded over time.
4. All of the above.
5. None of the above.

Answer: D

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. Full-time workers, part-time workers, and temporary workers
2. Contract workers, full-time workers, and core employees
3. Core workers, contract workers, and part-time workers
4. Skilled workers, unskilled labourers, and contract workers
5. Technical employees, unskilled labourers, and skilled workers

Answer: C

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

116. According to Charles Handy, a \_\_\_\_\_\_\_\_\_\_ is a person who pursues a traditional career path.

1. temporary skilled worker
2. contract worker
3. part-time worker
4. core worker
5. manager

Answer: D

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

117. In Charles Handy’s description of changing careers, a person who maintains and upgrades their skills in order to readily shift jobs and even careers when necessary is a \_\_\_\_\_\_\_\_\_\_.

1. contingent worker
2. core worker
3. portfolio worker
4. temporary worker
5. part-time worker

Answer: C

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. Providing good working conditions for employees.
2. Practicing ethical behavior.
3. Valuing workforce diversity.
4. Operating according to the Business Fairness and Civil Equities Act.
5. Promoting differential treatment for some people.

Answer: C

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

119. Which of the following is not one of the critical survival skills for the new workplace that is identified in the text?

1. Entrepreneurship.
2. Love of technology.
3. Marketing.
4. Teamwork.
5. Mastery.

Answer: D

Difficulty: Hard

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

120. To survive in the new workplace, people must do all of the following EXCEPT:

1. Be able to contribute something of value to their employers
2. Have links with peers and others inside and outside the organization in order to get things done
3. Be able to communicate personal and work group successes and progress
4. Act as if they are running their own businesses
5. Have an extensive knowledge of information technology

Answer: E

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

121. An organization is a \_\_\_\_\_\_\_\_\_\_

1. collection of people working on the same projects
2. collection of people working together to achieve a common purpose
3. collection of people reporting to the same manager
4. collection of people working in different departments
5. collection of people working together in a business

Answer: B

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

122. Providing useful \_\_\_\_\_\_\_\_\_\_ and/or \_\_\_\_\_\_\_\_\_\_ is a broad purpose that all organizations share.

1. information … resources.
2. skills … knowledge.
3. goods … services.
4. structures … technology.
5. information technology … training.

Answer: C

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

123. \_\_\_\_\_\_\_\_\_\_ is increasingly viewed as a source of organizational strength and performance advantage.

1. Making a profit and providing a high return to stockholders
2. Producing quality products and providing customer satisfaction
3. Producing goods and services for worldwide consumption
4. Making the highest return on investment and having the greatest profitability
5. Diversification through mergers and acquisitions

Answer: B

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

124. Organizations are complex systems composed of \_\_\_\_\_\_\_\_\_\_.

1. various subsystems, each of which works for separate goals
2. sets of organizational policies and processes
3. many interdependent parts that function together to achieve a common purpose
4. different groups or units working for the same organization
5. completely independent subsystems that interact with their environments

Answer: C

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

125. Which of the following accurately describes an open system?

1. An open system is used to share and exchange information across organizational boundaries.
2. An open system is a collection of subsystems that are not connected to the external environment.
3. An open system is one of many systems that have a positive impact on employee satisfaction.
4. An open system interacts with the external environment in a continual process of transforming resource inputs into product outputs in the form of finished goods and/or services.
5. An open system treats its employees as an important asset.

Answer: D

Difficulty: Hard

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

126.Which of the following statements accurately describes the open systems model of organizations?

1. The environment provides resource inputs including finished goods and/or services.
2. The organization creates a transformation process for turning resource inputs into outputs.
3. The environment consumes product outputs including people, money, materials, technology, and information.
4. Resource inputs affect product outputs through a feedback loop.
5. Workflows are part of the resource inputs.

Answer: B

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

127. \_\_\_\_\_\_\_\_\_\_ refers to the operation through which a business or non-profit organization can add value to the original cost of resource inputs while the business organization earns a profit or the non-profit organization adds wealth to society.

1. Production
2. Resource management
3. Value creation
4. Operations management
5. Resource utilization

Answer: C

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

128. If an operation adds value to the original cost of resource inputs, non-profit organizations \_\_\_\_\_\_\_\_\_\_ and business organizations \_\_\_\_\_\_\_\_\_\_.

1. earn a profit … increase shareholder value
2. benefit society … earn a profit
3. earn a profit …. promote corporate social responsibility
4. increase shareholder value … promote corporate governance
5. promote corporate social responsibility … increase market share

Answer: B

Difficulty: Hard

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

129. \_\_\_\_\_\_\_\_\_\_ refers to the quantity and quality of work performance, with resource utilization taken into account.

1. Effectiveness.
2. Efficiency.
3. Profitability.
4. Productivity.
5. Organizational performance.

Answer: D

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

130. An output measure of task or goal accomplishment is called \_\_\_\_\_\_\_\_\_\_.

1. performance efficiency
2. productivity
3. return on investment
4. performance effectiveness
5. value creation

Answer: D

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

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

1. performance efficiency
2. productivity
3. return on Investment
4. performance effectiveness
5. value creation

Answer: A

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

132. Which of the following statements does NOT accurately describe the impact of resource utilization and goal attainment on organizational performance?

1. When resource utilization is poor and goal attainment is low, organizational performance is neither effective nor efficient.
2. When resource utilization is good and goal attainment is low, organizational performance is efficient but not effective.
3. When resource utilization is poor and goal attainment is high, organizational performance is effective but not efficient.
4. When resource utilization is good and goal attainment is high, organizational performance is both effective and efficient.
5. Organizational performance is unaffected by poor versus good resource utilization and low versus high goal attainment.

Answer: E

Difficulty: Hard

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

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

1. performance efficiency … performance effectiveness.
2. performance effectiveness … performance efficiency.
3. productivity … performance efficiency.
4. productivity … performance effectiveness.
5. productivity … Profitability.

Answer: A

Difficulty: Hard

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

134. Which of the following is NOT one of the ways that organizations are changing as mentioned in the text?

1. Pre-eminence of technology.
2. Demise of command-and-control.
3. Progressive brand marketing.
4. Belief in human capital.
5. Emphasis on teamwork.

Answer: C

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

135. Emphasis on teamwork, pre-eminence of technology, and concern for work-life balance are all examples of:

1. Performance effectiveness
2. Performance efficiency
3. Productivity
4. Today’s organizational trends
5. None of the above.

Answer: D

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

136. In February 2014, gunmen seized control of the government buildings in the Autonomous Republic of Crimea in Ukraine and raised a Russian flag over the headquarters of the Crimean Parliament in the regional capital of Simferopol. This began a series of events that has resulted in Crimea under Russian control and diplomatic efforts underway between Ukraine, the European Union, the United Nations, NATO, Russia, and the United States. These \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ conditions in Ukraine can impact companies doing business with Ukraine.

a) economic

b) technological

c) socio-cultural

d) legal-political

e) legal-cultural

Answer: D

DifficultyModerate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

137. Technological conditions in the general environment include the development and availability of technology, including scientific advancements.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

138. Natural environment conditions in the general environment include nature and conditions of the natural environment, including levels of public concern expressed through environmentalism.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

139. Some of the important socio-cultural conditions of the general environment include more people of color and more women entering the workforce, accompanied by decreases in both religious diversity and the number of workers coming from non-traditional families

Answer: False

Difficulty: Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

140. A fast-food chain announced it would adapt its menus to offer nutritious options, such as fruit and side salads. The fast-food chain also announced nutritional changes to some existing items, as well as changes to the way it markets to children. This is an example of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_conditions that have affected the company.

a) economic

b) technological

c) socio-cultural

d) legal-political

e) natural environment

Answer: C

Difficulty: Hard

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

141. The Internet has influenced a clothing retailer’s distribution of its products. Its website allows for easier browsing and purchasing 24/7 by customers in locations where there are no brick-and-mortar stores. The retailer has also invested in technology to develop more durable fabrics and textiles. These are examples of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ conditions that have affected the way the retailer operates.

a) economic

b) technological

c) socio-cultural

d) legal-political

e) natural environment

Answer: B

Difficulty Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

142. Sustainable innovations mean that firms operate in ways that both meet the needs of customers and protect or advance the well-being of our natural environment.

Answer: False

Difficulty: Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

143. The specific environment consists of the of all the background conditions in the external environment of an organization.

Answer: False

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

144. The specific environment consists of the actual organizations, groups, and persons with whom an organization interacts and conducts business.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

145. Stakeholders are the persons, groups, and institutions who are affected in some way by the organization’s performance.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

146. Value creation refers to the extent to which the organization is creating value for and satisfying the needs of important constituencies.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

147. Customers and owners are important resource input stakeholders in an organization’s value creation, whereas suppliers and communities are important product output stakeholders in an organization’s value creation.

Answer: False

Difficulty: Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

148. Customers, suppliers, competitors, and regulators are not important stakeholders in the specific environment of most organizations.

Answer: False

Difficulty: Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

149. One of the keys to Walmart’s success is its ability to keep prices low. It is able to do this by its heavy reliance on cheap Chinese imports. Also, its network of distribution centres throughout the United States allows it to keep costs low through increased efficiency. Walmart’s competitive advantage is achieved through \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

1. quality
2. delivery
3. flexibility
4. cost
5. strategic positioning

Answer: D

Difficulty: Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

150. Competitive advantage is a core competency that sets an organization apart from its competitors and gives it an advantage over them in the marketplace.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

151. An organization can achieve a competitive advantage through pricing, quality, or customer service but not through products or cost efficiency.

Answer: False

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

152. The key result of achieving a competitive advantage is an ability to consistently do something of high value that one’s competitors cannot replicate quickly or do as well.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

153. Environmental uncertainty is based on two dimensions: (a) complexity, or the number of different factors in the environment, and (b) the rate of change in these factors.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

154. High environmental uncertainty occurs when the rate of change in the environment is low and the complexity of the environment is low.

Answer: False

Difficulty: Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

155. Environmental uncertainty refers to the lack of complete information regarding what exists and what developments may occur in the external environment.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

156. Organizational effectiveness refers to sustainable high performance in using resources to accomplish mission and objectives.

Answer: True

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

157. The systems resource approach to organizational effectiveness looks at the transformation process and examines how efficiently resources are utilized to produce goods and/or services.

Answer: False

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

158. The internal process approach to organizational effectiveness looks at the input side and defines effectiveness in terms of success in acquiring needed resources from the organization’s environment.

Answer: False

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

159. \_\_\_\_\_\_\_\_\_\_ refers to sustainable high performance in using resources to accomplish mission and objectives.

1. Organizational vision.
2. The technological imperative.
3. Organizational effectiveness.
4. Ethical management.
5. High intensity leadership.

Answer: C

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

160. The \_\_\_\_\_\_\_\_\_\_ to organizational effectiveness looks at the output side to measure achievement of key operating objectives.

1. Systems resource approach.
2. Internal process approach.
3. Technological approach.
4. Goal approach.
5. Strategic constituencies approach.

Answer: D

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

161. An organization can achieve a competitive advantage through which of the following ways?

1. Pricing and customer service.
2. Cost efficiency and quality.
3. Products and quality.
4. All of the above.
5. None of the above.

Answer: D

Difficulty: Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

162. The key result of achieving a competitive advantage is \_\_\_\_\_\_\_\_\_\_.

1. An ability to sidestep government regulations.
2. An ability to consistently do something of high value which one’s competitors cannot replicate quickly or do as well.
3. An ability to drive the competition out of business and to make extraordinarily high profits.
4. An ability to establish a monopolistic market position.
5. An ability to dictate consumer needs and preferences.

Answer: B

Difficulty: Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

163. The \_\_\_\_\_\_\_\_\_\_ consists of all the conditions in the external environment of an organization that forms a background context for managerial decision making.

1. Task environment.
2. General environment.
3. Specific environment.
4. Management environment.
5. Organizational environment.

Answer: B

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

164. General environment conditions exclude which one of the following categories?

1. Technological conditions.
2. Human relations conditions.
3. Economic conditions.
4. Legal-political conditions.
5. Natural environment conditions.

Answer: B

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

165. Economic conditions in the general environment include \_\_\_\_\_\_\_\_\_\_.

1. Philosophy and objectives of the political party or parties running the government, as well as laws and governmental regulations.
2. Inflation, income levels, gross domestic product, unemployment, and job outlook.
3. Norms, customs, and social values regarding human rights; trends in education and related social institutions; and demographic patterns in society.
4. Development and availability of technology, including scientific advancements.
5. Nature and conditions of the natural environment, including levels of pubic concern expressed through environmentalism.

Answer: B

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

166. Legal-political conditions in the general environment include \_\_\_\_\_\_\_\_\_\_.

1. Philosophy and objectives of the political party or parties running the government, as well as laws and governmental regulations.
2. Inflation, income levels, gross domestic product, unemployment, and job outlook.
3. Norms, customs, and social values regarding human rights; trends in education and related social institutions; and demographic patterns in society.
4. Development and availability of technology, including scientific advancements.
5. Nature and conditions of the natural environment, including levels of pubic concern expressed through environmentalism.

Answer: A

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

167. Socio-cultural conditions in the general environment include \_\_\_\_\_\_\_\_\_\_.

1. Philosophy and objectives of the political party or parties running the government, as well as laws and governmental regulations.
2. Inflation, income levels, gross domestic product, unemployment, and job outlook.
3. Norms, customs, and social values regarding human rights; trends in education and related social institutions; and demographic patterns in society.
4. Development and availability of technology, including scientific advancements.
5. Nature and conditions of the natural environment, including levels of pubic concern expressed through environmentalism.

Answer: C

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

168. Technological conditions in the general environment include \_\_\_\_\_\_\_\_\_\_.

1. Philosophy and objectives of the political party or parties running the government, as well as laws and governmental regulations.
2. Inflation, income levels, gross domestic product, unemployment, and job outlook.
3. Norms, customs, and social values regarding human rights; trends in education and related social institutions; and demographic patterns in society.
4. Development and availability of technology, including scientific advancements.
5. Nature and conditions of the natural environment, including levels of public concern expressed through environmentalism.

Answer: D

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

169. Natural environment conditions in the general environment include \_\_\_\_\_\_\_\_\_\_.

1. Philosophy and objectives of the political party or parties running the government, as well as laws and governmental regulations.
2. Inflation, income levels, gross domestic product, unemployment, and job outlook.
3. Norms, customs, and social values regarding human rights; trends in education and related social institutions; and demographic patterns in society.
4. Development and availability of technology, including scientific advancements.
5. Nature and conditions of the natural environment, including levels of public concern expressed through environmentalism.

Answer: E

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

170. Which of the following is NOT a diversity trend in organizations’ social-cultural environment?

1. More women are working.
2. People with disabilities are gaining more access to the workplace.
3. People of color are a decreasing percentage of the workforce.
4. More workers come from non-traditional families.
5. Religious diversity of workers is increasing.

Answer: C

Difficulty: Hard

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

171. The term that is used to describe the actual organizations, groups, and persons with which an organization interacts and conducts business is \_\_\_\_\_\_\_\_\_\_.

1. The general environment.
2. The specific environment.
3. The special environment.
4. The multiple environments.
5. The functional environment.

Answer: B

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

172. The specific environment can be described in terms of which of the following?

1. Stakeholders.
2. Persons, groups, or institutions that are affected by the organization’s performance.
3. The task environment.
4. All of the above.
5. None of the above.

Answer: D

Difficulty: Hard

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

173. Persons, groups, and institutions that are affected in some way by the organization’s performance are referred to as \_\_\_\_\_\_\_\_\_\_.

1. Agencies.
2. Stakeholders.
3. Target populations.
4. Corporate governance.
5. Community dependents.

Answer: B

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

174. All of the following are important stakeholder elements in the task environment of most organizations EXCEPT:

1. Customers.
2. Suppliers.
3. Supervisors.
4. Competitors.
5. Regulators.

Answer: C

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

175. \_\_\_\_\_\_\_\_\_\_ refers to the extent to which the organization is developing value for and satisfying the needs of important strategic constituencies.

1. Constituency development.
2. Organization development.
3. Value creation.
4. Strategic needs management.
5. Constituency creation.

Answer: C

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

176. \_\_\_\_\_\_\_\_\_\_ means that there is a lack of complete information regarding what exists and what developments may occur in the external environment.

1. Environmental complexity.
2. Environmental dynamism.
3. Environmental change.
4. Environmental uncertainty.
5. Environmental information.

Answer: D

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

177. Which of the following statements accurately describe the concept of environmental uncertainty?

1. Environmental uncertainty consists of two components — complexity of the environment and rate of change in the environment.
2. High environmental uncertainty occurs when the rate of change in the environment is high and the complexity of the environment is low.
3. Low environmental uncertainty occurs when the rate of change in the environment is low and the complexity of the environment is high.
4. All of the above statements accurately describe environmental uncertainty.
5. None of the above statements accurately describe environmental uncertainty.

Answer: A

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

178. All of the following are true statements regarding environmental uncertainty EXCEPT:

1. There is a lack of complete information concerning what developments will occur in the external environment.
2. Most organizations encounter relatively little uncertainty in their environments.
3. Complexity refers to the number of different factors that exist in the environment.
4. The rate of change in factors in the environment is one component of environmental uncertainty.
5. Environmental uncertainty makes it difficult to understand potential implications for the organization.

Answer: B

Difficulty: Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

179. According to the text, Pfeffer and Veiga reported that organizations perform better than their competitors \_\_\_\_\_\_\_\_\_\_.

1. when they focus on increasing market share
2. treat customers with respect
3. when they treat their employees better
4. when they encourage workforce diversity
5. when they address unsatisfactory performance

Answer: C

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

180. A manager may be defined in the text as \_\_\_\_\_\_\_\_\_\_.

1. someone who directly supports and helps activate the work efforts and performance accomplishments of others
2. someone who is loyal to the organization
3. someone who is responsible for directing and/ supervising lower level employees
4. someone who is part of the organizational hierarchy
5. someone who tries to produce as much output with as little personal input as possible

Answer: A

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

181. When managers are classified according to hierarchical level in the organization they are described as \_\_\_\_\_\_\_\_\_\_.

1. project and product managers
2. global and domestic
3. top, middle, and team leaders or supervisors
4. functional, staff, and line
5. administrative and general

Answer: C

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

182. \_\_\_\_\_\_\_\_\_\_ are responsible for the performance of the organization as a whole or of one of its major parts.

1. Top level managers
2. Middle level managers
3. Team leaders or supervisors
4. Functional managers
5. Project managers

Answer: A

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

183. Which of the following statements does not accurately describe the activities of top managers?

1. Top managers pay special attention to the external environment.
2. Top managers are alert to potential long-run problems and opportunities, and develop appropriate ways of dealing with them.
3. Top managers develop and implement actions plans to accomplish organizational objectives.
4. Top managers create and communicate long-term vision.
5. Top managers ensure that strategies and objectives are consistent with the organization’s mission.

Answer: C

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

184. \_\_\_\_\_\_\_\_\_\_ are in charge of relatively large departments or divisions consisting of several smaller work units.

1. Top managers
2. Middle managers
3. Team leaders or supervisors
4. General managers
5. Project managers

Answer: B

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

185. Which statement about middle management is TRUE?

1. Middle management includes executives and vice presidents.
2. Middle managers work with top managers and coordinate with peers to develop and implement action plans to accomplish organizational objectives
3. Middle managers develop high-level action plans for implementation by people at lower levels in the organization.
4. Middle managers do not have other managers reporting to them.
5. Middle managers constitute the first level of an organization’s hierarchy of authority.

Answer: B

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

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

1. general manager
2. line manager
3. team leader
4. middle manager
5. functional manager

Answer: C

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

187. The responsibilities of team leaders and supervisors include all of the following except:

1. Encouraging high performance and teamwork.
2. Informing team members about organizational goals and expectations.
3. Developing and implementing action plans for large departments or divisions.
4. Informing higher levels of team needs and accomplishments.
5. Coordinating with other teams and supporting their work efforts.

Answer: C

Difficulty: Hard

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

188. \_\_\_\_\_\_\_\_\_\_ pursue work unit performance objectives that are consistent with higher-level organizational goals.

1. Top managers
2. Middle managers
3. Team leaders or supervisors
4. Functional managers
5. General managers

Answer: C

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

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

1. General managers
2. Line managers
3. Middle managers
4. Staff managers
5. Project managers

Answer: B

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

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

1. line managers
2. staff managers
3. project managers
4. general managers
5. administrators

Answer: B

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

191. \_\_\_\_\_\_\_\_\_\_ managers use their special technical expertise to support the efforts of \_\_\_\_\_\_\_\_\_\_ managers.

1. General … functional
2. Administrative …project
3. Higher‑level … lower‑level
4. Staff … line
5. Line … staff

Answer: D

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

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

1. a staff manager
2. a line manager
3. a functional manager
4. a general manager
5. a project manager

Answer: C

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

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

1. an administrator
2. a staff manager
3. a supervisor
4. a team leader
5. a general manager

Answer: E

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

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

1. general manager
2. administrator
3. functional manager
4. staff manager
5. project manager

Answer: A

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

195. Managers who work in public or non-profit organizations are called \_\_\_\_\_\_\_\_\_\_.

1. staff managers
2. line managers
3. functional managers
4. general managers
5. administrators

Answer: E

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

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

1. productivity
2. quality management
3. accountability
4. chain of command
5. performance management

Answer: C

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

197. Truly effective managers utilize organizational resources in ways that result in both \_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_.

1. high-performance outcomes … high levels of satisfaction for the workers
2. high-performance outcomes … high returns to the stockholders
3. high-quality products or services … high returns to the stockholders
4. high profit margins … large market shares
5. high returns to the stockholders … high levels of satisfaction for the workers

Answer: A

Difficulty: Hard

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

198. The overall quality of human experiences in the workplace is known as \_\_\_\_\_\_\_\_\_\_.

1. human resource management
2. working conditions
3. quality of work life
4. total quality management
5. continuous learning

Answer: C

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

199. Which statement about quality of work life (QWL) is FALSE?

1. QWL expresses true respect for people at work.
2. QWL is part of all manager’s accountability.
3. QWL provides for protection of individual rights.
4. QWL deals with human resource utilization in the performance process.
5. QWL changes very little during tough economic times.

Answer: E

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

200. High-performing managers are good at doing all of the following except:

1. Building working relationships with others.
2. Creating a work environment that is only performance-driven.
3. Helping others to develop their skills and performance competencies
4. Fostering teamwork.
5. Creating a work environment that fosters both performance and satisfaction.

Answer: B

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

201. Jobs titles such as chief operating officer (COO), chief executive officer (CEO), or vice president are commonly used by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_in organizations. They are responsible for setting the overall direction of a company and making sure that major organizational objectives are achieved.

a) board members

b) top managers

c) team leaders

d) middle managers

e) functional managers

Answer: B

Difficulty: Moderate

Section Reference: Managers in the New Workplace

Learning Objective: Identify the characteristics of an organization.

202. When the CEO of a large retail store chain decided to sell off or close some of the locations that were not profitable, she was performing the management function referred to as\_\_\_\_\_\_\_\_\_

1. Delegating.
2. Planning.
3. Organizing.
4. Leading.
5. Controlling.

Answer: B

Difficulty: Hard

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

203. The four basic functions of management are \_\_\_\_\_\_\_\_\_\_.

1. delegating, planning, organizing, and order giving.
2. organizing, leading, controlling, and order giving.
3. planning, organizing, leading, and controlling.
4. delegating, leading, controlling, and decision making.
5. planning, leading, controlling, and decision making.

Answer: C

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

204. Setting performance objectives and determining the action steps for accomplishing them describes the management function of \_\_\_\_\_\_\_\_\_\_.

1. planning
2. organizing
3. leading
4. controlling
5. decision making

Answer: A

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

205. Jennifer assigns George a project to be completed by the end of the month and then holds periodic meetings with him to review his progress. Which of the management functions is Jennifer performing?

1. Delegating.
2. Planning.
3. Organizing.
4. Leading.
5. Controlling.

Answer: E

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. delegating
2. planning
3. organizing
4. leading
5. controlling

Answer: C

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. Planning.
2. Organizing.
3. Motivating.
4. Leading.
5. Controlling.

Answer: D

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. Planning
2. Organizing
3. Leading
4. Motivating
5. Controlling

Answer: C

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. planning
2. organizing
3. leading
4. controlling
5. delegating

Answer: D

Difficulty: Hard

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. Interpersonal, strategic, and decisional.
2. Strategic, informational, and authoritarian.
3. Interpersonal, informational, and decisional.
4. Supervisory, authoritarian, and decisional.
5. Supervisory, informational, and strategic.

Answer: C

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. informational roles
2. interpersonal roles
3. decisional roles
4. technical roles
5. human roles

Answer: B

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

212 According to John Kotter, two activities are fundamental to a general manager’s success in mastering daily challenges. These two activities are:

1. Negotiating and directing.
2. Motivating and controlling.
3. Planning and controlling.
4. Agenda setting and networking.
5. Communicating and leading.

Answer: D

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

213. When general managers develop action priorities for their jobs that include goals and plans spanning long and short time frames, they are performing the important activity of \_\_\_\_\_\_\_\_\_\_.

1. agenda setting
2. leading
3. motivating
4. controlling
5. information processing

Answer: A

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

214. \_\_\_\_\_\_\_\_\_\_ is the process of continuously learning from our daily experiences and opportunities.

1. A managerial competence
2. Continuous improvement
3. Lifelong learning
4. Experienced-based skill development
5. Knowledge acquisition

Answer: C

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

215. In management, the ability to translate knowledge into action that results in desired performance is called \_\_\_\_\_\_\_\_\_\_.

1. action-orientation
2. decision-making
3. performance effectiveness
4. performance efficiency
5. a skill

Answer: E

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

216. According to Robert Katz, the essential skills of management can be grouped into three categories. These categories are:

1. Communicative, procedural, and strategic.
2. Communicative, technical, and human.
3. Human, supervisory, and conceptual.
4. Technical, human, and conceptual.
5. Procedural, supervisory, and strategic.

Answer: D

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

217. According to Robert Katz, the managerial skills least important to a top manager are:

1. Technical skills.
2. Organizational skills.
3. Administrative skills.
4. Conceptual skills.
5. Supervisory skills.

Answer: A

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

218. Brenda is calculating the inventory turnover statistics for her department. She is drawing mainly on her \_\_\_\_\_ skills.

1. supervisory
2. conceptual
3. creative
4. technical
5. strategic

Answer: D

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

219. Murray, the manager of a company that manufactures carpets has a reputation for being open and supportive in dealing with his employees. Employees can feel free to talk to him about any problems they have. He is demonstrating:

1. A technical skill.
2. A human skill.
3. A communicative skill.
4. An administrative skill.
5. A conceptual skill.

Answer: B

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

220. At the \_\_\_\_\_ level, technical skills are particularly important.

1. top management
2. administrative
3. middle
4. supervisory
5. board of directors

Answer: D

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. human skills … emotional intelligence.
2. human skills … self-management.
3. informational roles … self-management.
4. emotional intelligence … interpersonal roles.
5. emotional intelligence … interactional skills.

Answer: A

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

222. The degree of importance associated with \_\_\_\_\_\_\_\_\_\_ skills remains relatively consistent across all levels of management.

1. technical
2. human
3. diagnostic
4. conceptual
5. Analytical

Answer: B

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

223. \_\_\_\_\_\_\_\_\_\_ skills include the ability to break down problems into smaller parts, to see the relationships among the parts, and to recognize the implications of any one problem for others.

1. Strategic
2. Administrative
3. Conceptual
4. Supervisory
5. Holistic

Answer: C

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

224. A management team that is thinking critically and analytically in developing an organizational strategy for dealing with a highly competitive global environment is using \_\_\_\_\_\_\_\_\_\_ skills.

1. technical
2. strategic
3. conceptual
4. learning
5. human

Answer: C

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. Their relative importance tends to be about the same at each managerial level.
2. Technical skills are of greatest importance for middle managers.
3. Conceptual skills are most important for top managers.
4. Human skills are of greatest importance for lower-level managers.
5. Technical skills are not needed at all by top managers.

Answer: C

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

226. A skill-based capability that contributes to high performance in a managerial job is called a \_\_\_\_\_\_\_\_\_\_.

1. managerial competency
2. technical skill
3. managerial skill
4. learned skill
5. success factor

Answer: A

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

227. Managerial competencies are implied in which of the following managerial elements?

1. The management processes of planning, organizing, leading, and controlling.
2. The information, interpersonal, and decision-making demands of managerial roles.
3. The managerial activities of agenda setting and networking.
4. All of the above reflect managerial competencies.
5. None of the above reflects managerial competencies.

Answer: D

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

228. Communication, teamwork, self-management, leadership, critical thinking, and professionalism are important skills and personal characteristics that provide a foundation for continued professional development and career success.

Answer: True

Difficulty: Easy

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

229. A manager who is using spreadsheet software to prepare a departmental budget is exercising a \_\_\_\_\_\_\_\_\_\_ skill.

1. Supervisory.
2. Conceptual.
3. Creative.
4. Technical.
5. Strategic.

Answer: D

Difficulty: Hard

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. planning
2. leading
3. controlling
4. organizing
5. following

Answer: D

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

231. Sheryl is the manager of a hardware store. She inspires her employees by working alongside them through the holidays, encourages them to voice their opinions, suggestions, and concerns and works hard to encourage a positive attitude among her employees. Sheryl is performing the management function of \_\_\_\_\_\_\_.

1. planning
2. leading
3. controlling
4. organizing
5. following

Answer: B

Difficulty: Hard

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

232. After reviewing sales reports, Elena, a sale manager, sees that sales representatives were not meeting their sales targets. She realized that the number of customers assigned to each sales representative was too much and did not allow each sales representative sufficient time with each customer. She decided that she needed to hire at least two more sales representatives. Elena is performing the management function of \_\_\_\_\_\_\_.

1. planning
2. leading
3. controlling
4. organizing
5. following

Answer: C

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

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

1. human skills
2. technical skills
3. conceptual skills
4. analytical skills
5. Interpersonal skills

Answer: C

Difficulty: Moderate

Section Reference: Learning How to Manage

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

Essay Questions

234. Explain why people, an organization’s employees, are considered an invaluable asset.

Difficulty: Easy

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

Answer:

People and their talents —what they know, what they learn, and what they do with it—are the ultimate foundations of organizational performance. They represent what managers call intellectual capital, the collective brainpower or shared knowledge of a workforce that can be used to create value. Indeed, the ultimate elegance of any organization is its ability to combine the talents of many people, sometimes thousands of them, to achieve unique and significant results.

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

Difficulty: Moderate

Section Reference: Working Today

Learning Objective: Describe the current workplace environment in Canada.

Answer:

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

236. What is an organization? What is a manager? Why do organizations need managers?

Difficulty: Hard

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

Answer:

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

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

Difficulty: Moderate

Section Reference: Organizations

Learning Objective: Identify the characteristics of an organization.

Answer:

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

238. Describe the primary elements of the general environment and of the specific environment.

Difficulty: Easy

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

Answer:

The general environment consists of all the background conditions in the external environment of an organization. The primary elements of the general environment include the following:

* Economic conditions –– health of the economy in terms of inflation, income levels, gross domestic product, unemployment, and job outlook.
* Social-cultural conditions –– norms, customs, and values on such matters as human rights; trends in education and related social institutions; as well as demographic patterns in society.
* Legal-political conditions –– prevailing philosophy and objectives of the political party or parties running the government, as well as laws and government regulations.
* Technological conditions –– development and availability of technology, including scientific advancements.
* Natural environment conditions –– nature and conditions of the natural environment, including levels public concern expressed through environmentalism.

The specific environment (or task environment) consists of the actual organizations, groups, and persons with whom an organization interacts and conducts business. The primary elements of the specific environment are the organization’s important stakeholders, which include the following:

* Customers ––consumer or client groups, individuals, and organizations that purchase the organization’s goods and/or use its services.
* Suppliers ––providers of the human, information, and financial resources and raw materials needed for the organization’s operations.
* Competitors –– organizations that offer the same or similar goods and services to the same consumer or client groups.
* Regulators –– government agencies and representatives, at the local, state, and national levels, that enforce laws and regulations affecting the organization’s operations.
* Investors/owners ⎯ individuals, groups, and other organizations/institutions that hold an equity interest in the business.

239. What is organizational effectiveness and what approaches might managers use in evaluating it?

Difficulty: Moderate

Section Reference: Organizational Environment

Learning Objective: Describe the dynamic forces that make up the general environment, who are the important organizational stakeholders, and what competitive advantage encompasses.

Answer:

Organizational effectiveness refers to sustainable high performance in using resources to accomplish mission and objectives. Organizational effectiveness can be evaluated with the following approaches:

* Systems resource approach ⎯ focuses on inputs and defines effectiveness in terms of success in acquiring needed resources from the organization’s environment.
* Internal process approach ⎯ focuses on the transformation process and examines how efficiently resources are utilized to produce goods and/or services.
* Goal approach ⎯ focuses on outputs to measure achievement of key objectives.
* Strategic constituencies approach ⎯ focuses on the environment to analyze the organization’s impact on key stakeholders.

240. Define the three levels of management and explain the major responsibilities of managers at each level.

Difficulty: Easy

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

Answer:

The three levels of management are top managers, middle managers, and team leaders or supervisors. Top managers ensure that major performance objectives are established and accomplished in accordance with the organization’s purpose. Top managers are responsible for the performance of an organization as a whole or for one of its larger parts. Middle managers are in charge of relatively large departments or divisions consisting of several smaller work units. Middle managers report to top managers and coordinate with peers to develop and implement action plans to accomplish organizational objectives. A team leader or supervisor is someone in charge of a smaller work unit composed of non-managerial workers. Team leaders or supervisors ensure that their work teams or units meet performance objectives that are consistent with the plans of middle and top management.

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

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

Answer:

The challenges that managers must face in the 21st century work environment include the following:

* Intellectual capital ⎯ intellectual capital and knowledge workers increasingly drive organizations; since knowledge constantly becomes obsolete, everyone is under pressure to learn and continually apply new knowledge.
* Globalization ⎯ economic competitiveness is a challenge of worldwide scope.
* Technology ⎯ the availability and ease of transferring information is affecting organizational work environments and the very nature of business itself.
* Diversity ⎯ organizations and their members are being challenged to deal positively with differences among people; meeting this challenge creates strategic opportunity.
* Ethics ⎯ modern society expects managers and leaders in all organizations to conduct their affairs according to high moral standards.
* Careers ⎯ careers will be different and everyone must be concerned with developing their skill portfolios to remain valuable resources to organizations

Each student should assess his/her own level of competency with respect to dealing with these challenges, as well as why he/she is/isn’t prepared to meet these challenges.

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

Difficulty: Moderate

Section Reference: The Management Process

Learning Objective: Describe the management process and how managerial skills and competencies are learned.

Answer:

The four functions of management are planning, organizing, leading, and controlling. Planning is the process of setting objectives and determining what actions should be taken to accomplish them. Organizing is the process of assigning tasks, allocating resources, and arranging and coordinating the activities of individuals and groups to implement plans. Leading is the process of arousing people’s enthusiasm to work hard and direct their efforts to fulfill plans and accomplish objectives. Controlling is the process of measuring work performance, comparing results to objectives, and taking corrective action as needed.

Mintzberg’s managerial roles include the following: (a) interpersonal roles (figurehead, leader, and liaison) involve interactions with people inside and outside the work unit; (b) informational roles (monitor, disseminator, and spokesperson) involve giving, receiving, and analyzing information; and (c) decisional roles (entrepreneur, disturbance handler, resource allocator, and negotiator) involve using information to make decisions, solve problems, or address opportunities.

While all ten managerial roles might be used at one time or another in performing each of the four functions of management, many of them are more likely to be used in carrying out certain managerial functions. The entrepreneurial role, for instance, is closely linked to the managerial function of planning. In this role, direction is being set for the organization. The liaison, disseminator, and resource allocator roles are closely associated with organizing. The figurehead, leader, and spokesperson roles are closely aligned with leading. The monitor role is related primarily to controlling.

243. Richard is the manager of a local book store. The store has two assistant managers. There is a regional manager, a provincial manager, a Chief Operating Officer (COO) and a Chief Executive Officer (CEO) above him. Answer the following questions.

a) What level of manager is Richard? Explain.

b) Is Richard a line or a staff manager? Explain.

c) Is Richard a general or a functional manager? Explain.

d) Explain Richard’s role within the context of the upside-down pyramid view of an organization.

e) Describe what Richard’s day may be like?

f) Describe how Richard will use the managerial skills in his job. Which of these skills is the most important?

Difficulty: Hard

Section Reference: Managers in the New Workplace

Learning Objective: Identify who managers are and explain what they do.

Answer:

a) Richard is a supervisor. He has one level of management working below him (assistant managers) and many levels above him.

b) Richard is a line manager. His work directly contributes to the organization’s output.

c) Richard is a general manager. He hires employees, creates marketing campaigns and orders inventory.

d) In the upside-down pyramid view of an organization, as a manager, Richard would be known more for “helping” and “supporting” than for “directing” and “order giving.” He will be well informed regarding the needs of those reporting to or dependent on him. Richard will often be found providing advice and developing the support needed for others to perform to the best of their abilities. Basically, in the upside-down pyramid view, Richard’s job is to support the workers.

e) Richard’s day will be very busy. He will look after staff problems, handle employee absences, work at a hectic pace, be interrupted frequently and communicate using a variety of media.

f) Richard will use his technical skills by creating marketing campaigns, hiring staff, scheduling, accounting and using the computerized ordering system. Richard will use his human skills by interacting with his employees, customers, and bosses. He will use his conceptual skills by analyzing book sales, creating training programs for the staff, and problem solving high staff turnover. The most important skill for Richard is technical.

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