Package Title: Test Bank

Course Title: Schermerhorn Exploring 3e

Chapter Number: 01

**Multiple Choice**

1. A person who supports and is responsible for the work of others is called a(n) \_\_\_\_\_\_\_\_\_\_.

a) leader

b) manager

c) employee

d) shareholder

Answer: b

Page: See page 4

Level: Easy

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

Section Reference: Organizations have different types and levels of managers.

2. The three levels of management are:

a) first, second, and third.

b) technical, conceptual, and human.

c) top, middle, and bottom.

d) top, middle, and first-line.

Answer: d

Page: See page 4

Level: Easy

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

Section Reference: Organizations have different types and levels of managers.

3. Division managers, regional managers, and branch managers are known as:

a) first-line managers.

b) middle managers.

c) top managers.

d) nonmanagerial workers.

Answer: b

Page: See page 4

Level: Easy

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

Section Reference: Organizations have different types and levels of managers.

4. Managers who oversee the work of large departments or divisions consisting of several smaller teams are called:

a) supervisors.

b) first line managers.

c) directors.

d) middle managers.

Answer: d

Page: See page 5

Level: Medium

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

Section Reference: Organizations have different types and levels of managers.

5. Which of the following would a middle manager report to?

a) First line manager

b) Vice president

c) Chairman of the board

d) All of the above

Answer: b

Page: See page 4

Level: Easy

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

Section Reference: Organizations have different types and levels of managers.

6. Tom is responsible for a group of manufacturing assembly workers who report to him. Tom is a \_\_\_\_\_\_\_\_\_\_ manager.

a) top

b) first-line

c) middle

d) senior

Answer: b

Page: See page 4

Level: Easy

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

Section Reference: Organizations have different types and levels of managers.

7. Top level managers focus on:

a) short term plans.

b) long term success.

c) middle managers.

d) the board of directors.

Answer: b

Page: See page 5

Level: Medium

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

Section Reference: Organizations have different types and levels of managers.

8. A person who guides the performance of an organization as a whole or of one of its major parts is called a:

a) supervisor.

b) first line manager.

c) top level manager.

d) middle manager.

Answer: c

Page: See page 5

Level: Easy

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

Section Reference: Organizations have different types and levels of managers.

9. The primary responsibility of the board of directors is to \_\_\_\_\_\_\_\_\_\_.

a) tell the top management what to do

b) oversee the affairs of the organization

c) make daily operational decisions

d) do tactical planning

Answer: b

Page: See page 6

Level: Medium

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

Section Reference: Organizations have different types and levels of managers.

10. \_\_\_\_\_\_\_\_\_\_ is the requirement to show performance results to a supervisor.

a) Dependability

b) Durability

c) Delegation

d) Accountability

Answer: d

Page: See page 6

Level: Easy

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

Section Reference: Accountability is a cornerstone of managerial performance.

11. Managers have a(n) \_\_\_\_\_\_\_\_\_\_ on those who report to them.

a) accountability

b) dependency

c) fondness

d) none of the above

Answer: b

Page: See page 6

Level: Easy

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

Section Reference: Accountability is a cornerstone of managerial performance.

12. Which of the following is one of the quality of work life (QWL) issues?

a) Being respected and valued

b) Fair pay

c) Safe work conditions

d) Opportunities to learn

e) All of the above

Answer: e

Page: See page 7

Level: Medium

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

Section Reference: Effective managers help others achieve high performance and satisfaction.

13. Effective managers help others to achieve high performance and \_\_\_\_\_\_\_\_\_\_ in their work.

a) salary

b) profits

c) rewards

d) satisfaction

Answer: d

Page: See page 7

Level: Medium

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

Section Reference: Effective managers help others achieve high performance and satisfaction.

14. Which of the following management issues is most associated with the concept of “quality of work life” or QWL?

a) Continuous improvement

b) Job satisfaction

c) Total quality management

d) Customer service

Answer: b

Page: See page 7

Level: Medium

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

Section Reference: Effective managers help others achieve high performance and satisfaction.

15. The upside down pyramid clearly shows that the job of top level managers is to support:

a) middle managers.

b) first line managers.

c) operating workers.

d) all of the above.

Answer: d

Page: See page 8

Level: Medium

Learning Objective 1: Identify and apply the concepts of the chapter.

Section Reference: Chapter Review

16. The process of arousing enthusiasm and inspiring efforts to achieve goals is called:

a) leading.

b) planning.

c) organizing.

d) controlling.

Answer: a

Page: See page 12

Level: Easy

Learning Objective 1:Describe what managers do and what skills they use.

Section Reference: Managers plan, organize, lead, and control.

17. The process of assigning tasks, allocating resources, and coordinating the activities of individuals and groups is known as:

a) organizing.

b) planning.

c) leading.

d) controlling.

Answer: a

Page: See page 12

Level: Easy

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers plan, organize, lead, and control.

18. The managerial function focused on measuring performance and correcting as necessary is known as the:

a) control function.

b) technical skills function.

c) organizing function.

d) planning function.

e) leading function.

Answer: a

Page: See page 13

Level: Easy

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers plan, organize, lead, and control.

19. When managers \_\_\_\_\_\_\_\_\_\_, they stay in contact with people as they work, gather and interpret information on performance results, and use this information to make adjustments.

a) plan

b) lead

c) organize

d) control

Answer: d

Page: See page 13

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers enact informational, interpersonal, and decisional roles.

20. When a manager acts as a resource allocator or negotiator for his/her organization, she is acting in a(n) \_\_\_\_\_\_\_\_\_\_ role.

a) entrepreneurial

b) decisional

c) interpersonal

d) informational

Answer: b

Page: See page 13

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers enact informational, interpersonal, and decisional roles.

21. Which of the following set of skills is most important at lower organizational levels?

a) Planning

b) Conceptual

c) Technical

d) Human

Answer: c

Page: See page 15

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers use a variety of technical, human, and conceptual skills.

22. The ability to work well in cooperation with other people is called a(n) \_\_\_\_\_\_\_\_\_\_ skill.

a) conceptual

b) decisional

c) technical

d) human/emotional intelligence

e) informational

Answer: d

Page: See page 15

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers use a variety of technical, human, and conceptual skills

23. Which of the following skills is the least necessary to senior managers?

a) Technical

b) Leading

c) Conceptual

d) Interpersonal

Answer: a

Page: See page 15

Level: Medium

Learning Objective 1:Describe what managers do and what skills they use.

Section Reference: Managers use a variety of technical, human, and conceptual skills

24. Of the following, which is NOT one of the six “must have” managerial skills?

a) Self-management

b) Critical thinking

c) Professionalism

d) Expressiveness

Answer: d

Page: See page 17

Level: Difficult

Learning Objective 1:Describe what managers do and what skills they use.

Section Reference: Managers can and should learn from experience.

25. The worldwide interdependence of resource flows, product markets, and business competition is called:

a) nation building.

b) corporate dominance.

c) globalization.

d) strategic marketing.

Answer: c

Page: See Page 19

Level: Easy

Learning Objective 1: Identify important career issues in the workplace.

Section Reference: Globalization and job migration are changing the world of work.

26. Contracting for work that is performed by workers in other countries is called \_\_\_\_\_\_\_\_\_\_.

a) subcontracting

b) job migration

c) global marketing

d) global sourcing

Answer: d

Page: See page 20

Level: Easy

Learning Objective 1: Identify important career issues in the workplace.

Section Reference: Globalization and job migration are changing the world of work.

27. The oversight of corporate management by the board of directors is called \_\_\_\_\_\_\_\_\_\_.

a) organizational control

b) corporate governance

c) strategic planning

d) management interference

Answer: b

Page: See Page 21

Level: Easy

Learning Objective 1: Identify important career issues in the workplace.

Section Reference: Failures of ethics and corporate governance are troublesome.

28. \_\_\_\_\_\_\_\_\_\_ describes the composition of a workforce based on factors such as race, gender, age, religious affiliation, sexual orientation, and able-bodiedness.

a) Discrimination

b) Prejudice

c) Intellectual capital

d) Workforce diversity

Answer: d

Page: See Page 22

Level: Easy

Learning Objective 1: Identify important career issues in the workplace.

Section Reference: Diversity and discrimination are continuing social priorities.

29. By 2030, more than \_\_\_\_\_\_\_\_\_\_ percent of the population of the United States will be aged 65+ years.

a) 10

b) 20

c) 40

d) 75

Answer: b

Page: See page 22

Level: Difficult

Learning Objective 1: Identify important career issues in the workplace.

Section Reference: Diversity and discrimination are continuing social priorities.

30. \_\_\_\_\_\_\_\_\_\_ is the display of negative irrational attitudes toward women or minorities.

a) Discrimination

b) Fairness

c) Attitude

d) Prejudice

Answer: d

Page: See page 23

Level: Medium

Learning Objective 1: Identify important career issues in the workplace.

Section Reference: Diversity and discrimination are continuing social priorities.

31. The lack of women and minorities in senior management positions can be explained by \_\_\_\_\_\_\_\_\_\_.

a) senior management

b) the glass ceiling effect

c) statistics

d) historical data

Answer: b

Page: See Pages 22-23

Level: Medium

Learning Objective 1: Identify and apply the concepts of the chapter.

Section Reference: Chapter Review

32. The collective brainpower or shared knowledge of a workforce is called \_\_\_\_\_\_\_\_\_\_.

a) intellectual capital

b) individual knowledge

c) personality traits

d) groupthink

Answer: a

Page: See Page 24

Level: Easy

Learning Objective 1: Identify important career issues in the workplace.

Section Reference: Intellectual capital and self-management skills are essential for career success

33. Refusing to hire or promote a person in a minority group for reasons other than their qualifications is called:

a) affirmative action.

b) prejudice.

c) discrimination.

d) intellectual freedom.

Answer: c

Page: See Page 23

Level: Medium

Learning Objective 1: Identify important career issues in the workplace.

Section Reference: Intellectual capital and self-management skills are essential for career success

34. Intellectual capital = \_\_\_\_\_\_\_\_\_\_

a) Competency × Commitment

b) Personality × Effort

c) Competency × Money

d) Personality × Commitment

Answer: a

Page: See Page 24

Level: Medium

Learning Objective 1: Identify important career issues in the workplace.

Section Reference: Intellectual capital and self-management skills are essential for career success

35. A shamrock organization consists of \_\_\_\_\_\_\_\_\_\_.

a) full time workers

b) part time employees

c) independent contractors

d) all of the above

Answer: d

Page: See page 23

Level: Easy

Learning Objective 1: Identify important career issues in the workplace.

Section Reference: Intellectual capital and self-management skills are essential for career success

**Question Type: True/False**

36. In a typical business, vice president of marketing would be an example of a middle manager.

Answer: False

Page: See section subtitle and page 4

Level: Medium

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

Section Reference: Organizations have different types and levels of managers.

37. There is only one type and one level of manager.

Answer: False

Page: See page 4

Level: Easy

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

Section Reference: Organizations have different types and levels of managers.

38. The levels of work and responsibility remain fairly constant in management, regardless of position in the organization.

Answer: False

Page: See Figure 1.1, page 4

Level: Easy

Learning Objective 1: Identify and apply the concepts of the chapter.

Section Reference: Chapter Review

39. In nonprofit organizations, the “board of directors” is often called the “board of trustees.”

Answer: True

Page: See Figure 1.1, page 4-6

Level: Easy

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

Section Reference: Organizations have different types and levels of managers.

40. In the traditional organization, accountability flows downward.

Answer: False

Page: See page 6; managers are held accountable by those above them.

Level: Medium

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

Section Reference: Accountability is a cornerstone of managerial performance..

41. Your text author defines effective manager as someone who successfully helps others achieve both high performance and satisfaction in their work.

Answer: True

Page: See page 7

Level: Easy

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

Section Reference: Effective managers help others achieve high performance and satisfaction.

42. Today, the “best” managers are order-givers, who focus mainly on giving clear directions.

Answer: False

Page: See page 7

Level: Medium

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

Section Reference: Managers must meet multiple and changing expectations.

43. The upside-down pyramid view puts workers at the top of the organization.

Answer: False

Page: See page 7

Level: Medium

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

Section Reference: Managers must meet multiple and changing expectations.

44. While there are four functions of management, only the top managers are involved in the planning function.

Answer: False

Page: See page 11

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers plan, organize, lead, and control.

45. It is in the organizing function that people are inspired and commitments are built to achieve the goals set in the planning function.

Answer: False

Page: See page 12; the leading function is where people are inspired

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers plan, organize, lead, and control.

46. Measuring performance and taking action to get the desired results is called leading.

Answer: False

Page: See page 12

Level: Easy

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers plan, organize, lead, and control.

47. Another way of looking at the work of managers is to consider their key “roles,” primarily the informational, technical, and decisional roles.

Answer: False

Page: See page 13

Level: Medium

Learning Objective 1: Identify and apply the concepts of the chapter.

Section Reference: Chapter Review

48. The management functions are always performed one at a time and step-by-step.

Answer: False

Page: See page 13

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers enact informational, interpersonal, and decisional roles.

49. Since much of what a manager needs to get done is beyond their capabilities alone, effective networking can often mean the difference between success and failure.

Answer: True

Page: See page 14

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers pursue action agendas and engage in networking.

50. Through networking, managers build and maintain positive relationships with other people, ideally those whose help might be useful someday.

Answer: True

Page: See page 14

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers pursue action agendas and engage in networking.

51. Upon entry into a career, one’s technical skills tend to be critical.

Answer: True

Page: See page 15

Level: Easy

Learning Objective 1: Identify and apply the concepts of the chapter.

Section Reference: Chapter Review

52. The two primary areas of skill in emotional intelligence are connection with self and connection with others.

Answer: True

Page: See page 16

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers use a variety of technical, human, and conceptual skills.

53. Once you have completed your college degree, you will finally be free of the need to keep learning!

Answer: False

Page: See page 16-17; your degree is just a license to keep learning! (lifelong learning)

Level: Easy

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers can and should learn from experience.

**Question Type: Fill-in-the-Blank**

54. \_\_\_\_\_\_\_\_\_\_ are persons who directly supervise, support, and help activate work efforts of others to achieve performance goals.

Answer: Managers

Page: See page 4

Level: Easy

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

Section Reference: Organizations have different types and levels of managers.

55. \_\_\_\_\_\_\_\_\_\_ managers oversee the work of large departments or divisions consisting of several smaller teams.

Answer: Middle

Page: See page 5

Level: Medium

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

Section Reference: Organizations have different types and levels of managers.

56. The board of directors in a business organization is elected by the \_\_\_\_\_\_\_\_\_\_.

Answer: stockholders

Page: See page 6

Level: Medium

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

Section Reference: Organizations have different types and levels of managers.

57. \_\_\_\_\_\_\_\_\_\_ describes the requirement of one person to answer to a higher authority, for performance achieved in their area of responsibility.

Answer: Accountability

Page: See page 6

Level: Easy

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

Section Reference: Accountability is a cornerstone of managerial performance.

58. A manager is held accountable by \_\_\_\_\_\_\_\_\_\_ and is dependent upon his/her \_\_\_\_\_\_\_\_\_\_.

Answer: upper or top management; subordinates or employees

Page: See chart on page 6

Level: Easy

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

Section Reference: Accountability is a cornerstone of managerial performance

59. Today, managers are more often seen as \_\_\_\_\_\_\_\_\_\_ rather than as order-givers.

Answer: coordinators or coaches

Page: See page 8

Level: Medium

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

Section Reference: Managers must meet multiple and changing expectations.

60. The four key functions of management are \_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_, and \_\_\_\_\_\_\_\_\_\_.

Answer: planning; organizing; leading; controlling

Page: See page 11

Level: Easy

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers plan, organize, lead, and control.

61. Through \_\_\_\_\_\_\_\_\_\_, managers develop action priorities.

Answer: agenda setting

Page: See page 14

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers pursue action agendas and engage in networking.

62. Katz argues that managers need three essential skill sets to be successful, including \_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_, and \_\_\_\_\_\_\_\_\_\_ skills.

Answer: technical, human; conceptual

Page: See page 15

Level: Easy

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers use a variety of technical, human, and conceptual skills.

63. One approach to evaluating the human skills of managers is to look at their level of \_\_\_\_\_\_\_\_\_\_.

Answer: emotional intelligence

Page: See page 16

Level: Easy

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers use a variety of technical, human, and conceptual skills

64. Of the skills required in management, the one that typically grows in importance as one moves up in managerial responsibility is \_\_\_\_\_\_\_\_\_\_ skill.

Answer: conceptual

Page: See page 16

Level: Medium

Learning Objective 1:Describe what managers do and what skills they use.

Section Reference: Managers use a variety of technical, human, and conceptual skills

65. \_\_\_\_\_\_\_\_\_\_ is the continuous learning from daily experiences.

Answer: Lifelong learning

Page: See page 16

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers can and should learn from experience.

66. \_\_\_\_\_\_\_\_\_\_ is a code of moral principles that sets standards of conduct for what is “good” and “right” as opposed to “bad” or “wrong.”

Answer: Ethics

Page: See page 20

Level: Easy

Learning Objective 1: Identify important career issues in the workplace.

Section Reference: Globalization and job migration are changing the world of work.

67. \_\_\_\_\_\_\_\_\_\_ is the ability to understand oneself, exercise initiative, accept responsibility, and learn from experience.

Answer: Self-management

Page: See page 25

Level: Medium

Learning Objective 1: Identify important career issues in the workplace

Section Reference: Intellectual capital and self-management skills are essential for career success.

**Question Type: Essay**

68. Why is the job of managing so challenging?

Answer: Managers have to work through other people to accomplish work. In addition, the environment in which they work is changing, accountability is increasing, and the pace of work is hectic. Added to this, the work being done is critical to society.

Page: See pages 4, 6, 10, 19

Level: Medium

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

Learning Objective 2: Describe what managers do and what skills they use.

Section Reference 1: Organizations have different types and levels of managers.

Section Reference 2: Accountability is a cornerstone of managerial performance.

Section Reference 3: Managerial work is often intense and demanding.

Section Reference 4: Managers can and should learn from experience.

69. Why might emotional intelligence be so important in a managerial position?

Answer: Since managers work through other people, and since actions speak louder than words, effective managers must be touch with and in control of themselves first, in order to set the example for their followers. In addition, managers need to be able to reach out to where their followers are, understand where they are, and be able to lead them to where they would like the followers to be. All of this is based on the ability of the manager to understand self and connect with others, the essence of emotional intelligence.

Page: See pages 15, 16

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers use a variety of technical, human, and conceptual skills.

70. Name the three levels of management and define their primary responsibilities.

Answer: The levels of management are top, middle and first-line. **Top level** managers are responsible for the overall performance of the organization, overseeing middle managers and long term strategic planning. **Middle** managers report to the top level managers and are responsible for overseeing the first-line managers and short term strategic planning. **First-line** managers oversee non-managerial employees and are responsible for day to day tactical operations.

Page: See pages 4, 5

Level: Easy

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

Section Reference: Organizations have different types and levels of managers.

71. Name the four steps in the management process and define each of them.

Answer: The four steps in the management process are planning, organizing, leading and controlling. **Planning** involves setting performance objectives and the strategies for meeting them. **Organizing** involves arranging tasks and assigning the responsibilities and other resources required to complete them. **Leading** includes inspiring and motivating employees who must do the work. **Controlling** involves measuring performance and taking necessary corrective actions.

Page: See pages 11-13

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers plan, organize, lead, and control.

72. Name the three types of skills that managers need and define each of them.

Answer: The skills that managers need are conceptual, human and technical. **Conceptual** skills include analytical decision making and integrative problem solving. **Human** skills are interpersonal skills and include the ability to communicate and work well with others. **Technical** skills are the professional skills necessary to effectively and efficiently perform a task.

Page: See page 15

Level: Medium

Learning Objective 1: Describe what managers do and what skills they use.

Section Reference: Managers use a variety of technical, human, and conceptual skills.