Test Bank

Chapter 1: Management and Its History

## Multiple Choice

1. According to Sheryl Sandberg, COO of Facebook, employees who have gratitude are happier in all areas of their life. How does gratitude lead to a happier outlook?

a. Gratitude helps us focus on the positives rather than the negatives.

b. Gratitude gives us hope that things can always get better.

c. Gratitude provides a focus on what we hope to have eventually.

d. Gratitude helps us win friends and influence people.

Ans: A

Learning Objective: 1-1: State how the study of management helps develop personal and professional skills.

Cognitive Domain: Comprehension

Answer Location: Develop Skills You Can Use in Your Personal Life

Difficulty Level: Medium

AACSB Standard: Analytical thinking

2. Which essential skills do employees need to have in order to succeed in today’s workplace?

a. a strong personality and an ability to speak up and express ideas

b. a strong friend, family, and business network

c. the ability to be resilient and not take “no” for an answer

d. the ability to problem-solve, get along with people, and communicate clearly

Ans: D

Learning Objective: 1-1: State how the study of management helps develop personal and professional skills.

Cognitive Domain: Analysis

Answer Location: Develop Skills You Can Use as a Manager or Employee

Difficulty Level: Medium

AACSB Standard: Analytical thinking

3. The resources of a manager include \_\_\_\_\_\_.

a. organizational resources

b. financial resources

c. behavioral resources

d. administrative resources

Ans: B

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Knowledge

Answer Location: What Is a Manager’s Responsibility?

Difficulty Level: Easy

AACSB Standard: Analytical thinking

4. Connie is a manager at a local golf course. Though Connie sticks to her budget, some patrons have complained that the golf carts are not worth the rental price because many are not in working condition. Connie is struggling to maintain and manage which type of resource?

a. human

b. financial

c. physical

d. informational

Ans: C

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Application

Answer Location: Physical Resources

Difficulty Level: Hard

AACSB Standard: Analytical thinking

5. Donna owns a hair salon. Though Donna pays stylists good wages, she finds it difficult to retain talented employees. Her business remains profitable, but since her customers tend to prefer to stick with their favorite stylists, turnover has caused her to lose several valuable clients. Donna is dealing with which type of resource?

a. human

b. financial

c. physical

d. informational

Ans: A

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Application

Answer Location: Human Resources

Difficulty Level: Hard

AACSB Standard: Analytical thinking

6. Terrence owns a successful coffee bar. He’d like to expand his business by adding a second location across town, but has found that economic uncertainty has made most banks reluctant to provide him with the loan he would need to do so. Terrence is struggling to acquire which type of resource?

a. human

b. financial

c. physical

d. informational

Ans: B

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Application

Answer Location: Financial Resources

Difficulty Level: Hard

AACSB Standard: Analytical thinking

7. Conrad runs the information technology department at a successful university. He knows that the university needs to replace its current learning management system, which is used for all online classes. However, it’s been many years since he last researched this type of product, and he’s not sure what other options exist. Conrad is dealing with which type of resource?

a. human

b. financial

c. physical

d. informational

Ans: D

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Application

Answer Location: Informational Resources

Difficulty Level: Hard

AACSB Standard: Analytical thinking

8. Which type of resource is considered most valuable to managers?

a. human

b. financial

c. physical

d. informational

Ans: A

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Comprehension

Answer Location: Human Resources

Difficulty Level: Medium

AACSB Standard: Analytical thinking

9. An organization’s performance is primarily evaluated on \_\_\_\_\_\_.

a. educational level of a manager

b. a manager’s amount of experience

c. sales numbers achieved by a manager

d. how well a manager utilizes resources

Ans: D

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Comprehension

Answer Location: Resources and Performance

Difficulty Level: Medium

AACSB Standard: Analytical thinking

10. \_\_\_\_\_\_ is/are based on how effectively and efficiently managers utilize resources to achieve objectives.

a. Human capital

b. Organizational performance

c. Financial stability

d. Organizational objectives

Ans: B

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Knowledge

Answer Location: Resources and Performance

Difficulty Level: Easy

AACSB Standard: Analytical thinking

11. The three types of management skills are interpersonal, decision-making, and \_\_\_\_\_\_ skills.

a. technical

b. time management

c. analytical

d. conceptual

Ans: A

Learning Objective: 1-3: List the three skills of effective managers.

Cognitive Domain: Comprehension

Answer Location: Management Skills

Difficulty Level: Medium

AACSB Standard: Analytical thinking

12. Three friends, Saad, Shaheena, and Syddarth, all started at Plastic Corp., the same day. Saad was just promoted to the level of mid-manager because he was the first to master the inventory management system. Saad has been promoted due to his \_\_\_\_\_\_ skills.

a. technical

b. interpersonal

c. decision-making

d. supervisory

Ans: A

Learning Objective: 1-3: List the three skills of effective managers.

Cognitive Domain: Application

Answer Location: Technical Skills

Difficulty Level: Hard

AACSB Standard: Analytical thinking

13. Interpersonal skills are sometimes referred to as \_\_\_\_\_\_ skills.

a. intuitive

b. soft

c. hard

d. tangible

Ans: B

Learning Objective: 1-3: List the three skills of effective managers.

Cognitive Domain: Comprehension

Answer Location: Interpersonal Skills

Difficulty Level: Medium

AACSB Standard: Analytical thinking

14. Which management skill involves the ability to think critically and conceptualize situations?

a. technical

b. time management

c. decision-making

d. interpersonal

Ans: C

Learning Objective: 1-3: List the three skills of effective managers.

Cognitive Domain: Comprehension

Answer Location: Decision-Making Skills

Difficulty Level: Medium

AACSB Standard: Analytical thinking

15. Which organization provides a list of “General Skill Areas” to be developed as standards for accreditation of business schools?

a. IACBE

b. SHRM

c. ACBSP

d. AACSB

Ans: D

Learning Objective: 1-3: List the three skills of effective managers.

Cognitive Domain: Knowledge

Answer Location: AACSB Competencies

Difficulty Level: Easy

AACSB Standard: Analytical thinking

16. Which of these is one of the four management functions?

a. planning

b. decision-making

c. assessing

d. directing

Ans: A

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Knowledge

Answer Location: Management Functions

Difficulty Level: Easy

AACSB Standard: Analytical thinking

17. The staffing of an organization is considered part of which management function?

a. organizing

b. controlling

c. planning

d. leading

Ans: A

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Knowledge

Answer Location: Organizing

Difficulty Level: Easy

AACSB Standard: Analytical thinking

18. Why should managers be concerned with how to assign people to various tasks and jobs?

a. to ensure the right people are doing the right jobs to meet a company’s objectives

b. to ensure the most well-liked people are in key positions within the organization

c. to ensure that managers have complete control over all employees

d. to ensure that equal numbers of diverse employees are in each type of position

Ans: A

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Analysis

Answer Location: Organizing

Difficulty Level: Medium

AACSB Standard: Analytical thinking

19. Which management function is focused on detecting when corrective action is needed in order to achieve objectives?

a. leading

b. controlling

c. planning

d. organizing

Ans: B

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Comprehension

Answer Location: Controlling

Difficulty Level: Medium

AACSB Standard: Analytical thinking

20. Mack is the shift manager at a local manufacturing plant. Rather than use another employee, Mack went outside the plant to wait on a shipment of a part he needed for the next shift. Mack chose to go get the part himself because he couldn’t spare any employees from the production line. Mack’s actions can best be described as which type of function?

a. planning

b. leading

c. controlling

d. nonmanagement

Ans: D

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Application

Answer Location: Nonmanagement Functions

Difficulty Level: Hard

AACSB Standard: Analytical thinking

21. Xia has recently moved up to shift manager at a popular local coffee shop. When she was a barista, she enjoyed talking to the customers about different grounds of coffee and creating new drinks for her regular customers. When her replacement, Holly started, Xia continued to perform the same tasks she had enjoyed before Holly was hired. Xia is spending time on \_\_\_\_\_\_.

a. leading

b. planning

c. controlling

d. nonmanagement functions

Ans: D

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Application

Answer Location: Nonmanagement Functions

Difficulty Level: Hard

AACSB Standard: Analytical thinking

22. Many managers are called \_\_\_\_\_\_ because they perform both management and employee functions.

a. working managers

b. employee managers

c. team leaders

d. functional managers

Ans: A

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Comprehension

Answer Location: Nonmanagement Functions

Difficulty Level: Medium

AACSB Standard: Analytical thinking

23. Valgeet was promoted to a management position 6 months ago. Since then, his employees have noticed that he has forgotten some of the basic job skills he used to perform when he was working at their level. This phenomenon, which can occur with new managers, is sometimes called \_\_\_\_\_\_.

a. management memory

b. administrative amnesia

c. going suit

d. promotional decay

Ans: C

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Application

Answer Location: The Transition to Management--Managing People

Difficulty Level: Hard

AACSB Standard: Analytical thinking

24. Management role theory was developed by \_\_\_\_\_\_.

a. Henry Fayol

b. Elton Mayo

c. Frederick Winslow Taylor

d. Henry Mintzberg

Ans: D

Learning Objective: 1-5: Explain the three management role categories.

Cognitive Domain: Knowledge

Answer Location: Management Roles

Difficulty Level: Easy

AACSB Standard: Analytical thinking

25. How does a manager play the role of an entrepreneur in an organization?

a. by being innovative and initiating and implementing improvements

b. by allocating resources to meet an organization’s objectives

c. by representing the organization or their department during transactions

d. by taking corrective actions during disputes or crisis situations

Ans: A

Learning Objective: 1-5: Explain the three management role categories.

Cognitive Domain: Analysis

Answer Location: Decisional Roles

Difficulty Level: Medium

AACSB Standard: Analytical thinking

26. Managers play the \_\_\_\_\_\_ role when they interact with people outside of their unit to gain information or favors.

a. disseminator

b. negotiator

c. figurehead

d. liaison

Ans: D

Learning Objective: 1-5: Explain the three management role categories.

Cognitive Domain: Comprehension

Answer Location: Interpersonal Roles

Difficulty Level: Medium

AACSB Standard: Interpersonal relations and teamwork

27. During a normal day, Kristian makes a point to talk to others to stay up to date on what is occurring as well as to make sure everyone has the information they need to do their jobs. Kristian is exhibiting which two management roles?

a. leader, disseminator

b. monitor, disseminator

c. monitor, liaison

d. liaison, leader

Ans: B

Learning Objective: 1-5: Explain the three management role categories.

Cognitive Domain: Application

Answer Location: Informational Roles

Difficulty Level: Hard

AACSB Standard: Analytical thinking

28. After a particularly difficult day at work, manager Dongfang had to defuse a disagreement between two employees. According to the management role categories, Dongfang was acting as a \_\_\_\_\_\_.

a. liaison

b. negotiator

c. disturbance handler

d. figurehead

Ans: C

Learning Objective: 1-5: Explain the three management role categories.

Cognitive Domain: Application

Answer Location: Decisional Roles

Difficulty Level: Hard

AACSB Standard: Analytical thinking

29. When three people developed food poisoning after eating at a local diner, Donovan gave an interview to the local news to discuss the shipment of tainted cheese that had arrived at the store the previous day. Donovan is playing which type of informational role?

a. negotiator

b. spokesperson

c. liaison

d. disseminator

Ans: B

Learning Objective: 1-5: Explain the three management role categories.

Cognitive Domain: Application

Answer Location: Informational Roles

Difficulty Level: Hard

AACSB Standard: Written and oral communication

30. Jon is a manager who is effective at organizing and leading. He is excited about leading a group of employees in developing marketing strategies for a new line of protein bars. Jon immediately starts assigning teams and asking for marketing ideas. Jon is unsuccessful in achieving the new marketing plan, though, because he did not clearly establish his objectives or how the team should achieve them. Which management function could have helped Jon and his team achieve their goals?

a. planning

b. communicating

c. disseminating

d. controlling

Ans: A

Learning Objective: 1-5: Explain the three management role categories.

Cognitive Domain: Application

Answer Location: Planning--Based on Objectives

Difficulty Level: Hard

AACSB Standard: Analytical thinking

31. Someone in middle management might be called \_\_\_\_\_\_.

a. department head

b. vice president

c. head nurse

d. crew leader

Ans: A

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Comprehension

Answer Location: Middle Management

Difficulty Level: Medium

AACSB Standard: Analytical thinking

32. \_\_\_\_\_\_ is a newer management position needed in organizations that focuses on team-based structures.

a. Top manager

b. Middle manager

c. First-line manager

d. Team leader

Ans: D

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Knowledge

Answer Location: Team Leader

Difficulty Level: Easy

AACSB Standard: Analytical thinking

33. Arshdeep works at a local marketing consulting firm, where he manages and oversees an office of 10 employees, none of whom are managers. Arshdeep is a \_\_\_\_\_\_.

a. team leader

b. first-line manager

c. middle manager

d. top manager

Ans: B

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Application

Answer Location: First-Line Management

Difficulty Level: Hard

AACSB Standard: Analytical thinking

34. A responsibility of top managers is \_\_\_\_\_\_.

a. delegating management of major parts of an organization

b. accepting employees’ vision an organization’s purpose

c. executing organization’s strategies

d. developing an organization’s objectives

Ans: D

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Comprehension

Answer Location: Top Management

Difficulty Level: Medium

AACSB Standard: Analytical thinking

35. Another name for a team leader is a(n) \_\_\_\_\_\_.

a. program manager

b. activities leader

c. operative supervisor

d. project leader

Ans: D

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Knowledge

Answer Location: Team Leader

Difficulty Level: Easy

AACSB Standard: Analytical thinking

36. Which title could apply to a first-line manager?

a. operations manager

b. vice president

c. regional manager

d. supervisor

Ans: D

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Comprehension

Answer Location: First-Line Management

Difficulty Level: Medium

AACSB Standard: Analytical thinking

37. Dillon supervises the activities of both the benefits and training department managers and reports to one of the vice presidents. Which type of manager best represents Dillion’s position?

a. HR supervisor

b. HR middle manager

c. HR first-line manager

d. HR team manager

Ans: B

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Application

Answer Location: Types of Managers by Level

Difficulty Level: Hard

AACSB Standard: Analytical thinking

38. Maria Elena has been hired as a manager in the accounts receivable department, where she maintains the company’s financial records. Her activities as an accounting manager are often also referred to as part of which common business functional area?

a. operations/production

b. marketing

c. personnel management

d. finance/accounting

Ans: D

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Application

Answer Location: Types of Managers by Level

Difficulty Level: Easy

AACSB Standard: Analytical thinking

39. A \_\_\_\_\_\_ coordinates employees and other resources across several functional departments to accomplish a specific goal or task.

a. functional manager

b. production manager

c. project manager

d. task manager

Ans: C

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Comprehension

Answer Location: Types of Managers by Level

Difficulty Level: Medium

AACSB Standard: Analytical thinking

40. The need for \_\_\_\_\_\_ skills remains fairly constant at all three levels of management.

a. decision-making

b. organizational

c. interpersonal

d. technical

Ans: C

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Comprehension

Answer Location: Differences in Management Skills

Difficulty Level: Medium

AACSB Standard: Interpersonal relations and teamwork

41. Raven has excellent decision-making skills. These skills will be required if Raven wishes to one day become a \_\_\_\_\_\_ manager, where the need for such skills is greater than it is at other levels.

a. functional

b. top-level

c. first-line

d. program

Ans: B

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Analysis

Answer Location: Differences in Management Skills

Difficulty Level: Medium

AACSB Standard: Analytical thinking

42. Middle managers should possess technical, interpersonal, and decision-making skills; however, \_\_\_\_\_\_.

a. technical skills are usually most important

b. interpersonal skills are usually most important

c. decision-making skills are usually most important

d. the mix required varies from organization to organization

Ans: D

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Analysis

Answer Location: Differences in Management Skills

Difficulty Level: Medium

AACSB Standard: Analytical thinking

43. Horacio has been promoted from first-line manager to middle manager. He has spent most of his time leading and controlling, but now as a middle manager, he can expect to spend \_\_\_\_\_\_ time on each of the four management functions.

a. zero

b. less

c. more

d. equal

Ans: D

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Analysis

Answer Location: Differences in Management Functions

Difficulty Level: Medium

AACSB Standard: Analytical thinking

44. One reason the knowledge of the history of management is important is to \_\_\_\_\_\_.

a. avoid repeating mistakes

b. impress in a job interview

c. understand the practitioners

d. improve training ability

Ans: A

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: A Brief History of Management

Difficulty Level: Medium

AACSB Standard: Analytical thinking

45. The early literature on management was not written by researchers but by management practitioners, who attempted to describe \_\_\_\_\_\_.

a. classical management theories

b. basic principles of management

c. current developments in the industry

d. principles of management efficiency

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: A Brief History of Management

Difficulty Level: Medium

AACSB Standard: Analytical thinking

46. Classifications of management approaches are also referred to as \_\_\_\_\_\_.

a. technical theories

b. contingency theories

c. schools of management thought

d. behavioral frameworks

Ans: C

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: A Brief History of Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

47. The five management theories include classical, management science, contingency, behavioral, and \_\_\_\_\_\_ theories.

a. functions

b. systems

c. specialization

d. method

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: A Brief History of Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

48. The father of scientific management was \_\_\_\_\_\_.

a. Frank Gilbreth

b. Henri Fayol

c. Frederick Winslow Taylor

d. Elton Mayo

Ans: C

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Scientific Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

49. Scholars who focus on job and management functions in order to determine the best way to manage organizations are known as \_\_\_\_\_\_.

a. behavioral theorists

b. classical theorists

c. efficiency theorists

d. contingency theorists

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Classical Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

50. The original goal of scientific management was to \_\_\_\_\_\_.

a. ensure fair treatment of employees

b. stop job specialization

c. maximize job performance

d. scientifically interact with employees

Ans: C

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Scientific Management

Difficulty Level: Medium

AACSB Standard: Analytical thinking

51. Who pioneered industrial psychology and is considered the First Lady of Management?

a. Indra Nooyi

b. Mary Parker Follett

c. Sheryl Sandberg

d. Lillian Gilbreth

Ans: D

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Scientific Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

52. Classical management theory includes both scientific management and \_\_\_\_\_\_ theories.

a. behavioral

b. administrative

c. integrative

d. contingency

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Classical Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

53. Taylor’s scientific management principles include \_\_\_\_\_\_.

a. resolving conflicts in an integrative way

b. ensuring fair treatment of employees

c. planning and scheduling work

d. maximizing worker motivation

Ans: C

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Scientific Management

Difficulty Level: Medium

AACSB Standard: Analytical thinking

54. Hui works for a large organization that is downsizing to cut costs by laying off employees and becoming more efficient. Hui’s company is using a(n) \_\_\_\_\_\_ approach to management.

a. behavioral

b. management science

c. integrative

d. classical

Ans: D

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Application

Answer Location: Administrative Theory

Difficulty Level: Hard

AACSB Standard: Analytical thinking

55. Henri Fayol identified \_\_\_\_\_\_.

a. six scientific management principles

b. seven management analysis tools

c. five management functions

d. four management theories

Ans: C

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Administrative Theory

Difficulty Level: Medium

AACSB Standard: Analytical thinking

56. Chester Barnard’s work on authority and power distributions in organizations highlighted the \_\_\_\_\_\_ that make up the informal organization.

a. managers

b. cliques

c. concepts

d. functions

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Administrative Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking | Group and individual behaviors

57. What was Mary Parker Follett’s contribution to administrative theory?

a. She crafted distinct operating activities for each management level.

b. She focused on fairness and diversity in the workplace.

c. She suggested that managers receive more pay for different levels of work.

d. She emphasized worker participation, conflict resolution, and shared goals.

Ans: D

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Administrative Theory

Difficulty Level: Medium

AACSB Standard: Analytical thinking | Group and individual behaviors

58. Who is best known for integrative conflict resolution?

a. Henri Fayol

b. Mary Parker Follett

c. Elton Mayo

d. Lillian Gilbreth

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Administrative Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

59. What was the aim of Weber’s bureaucracy concept?

a. to develop guidelines and protocols for faster conflict resolution

b. to create rules and procedures for faster and more consistent management

c. to clarify classical theories from behavioral theories of management

d. to distinguish employee operating functions from managerial activities

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Analysis

Answer Location: Administrative Theory

Difficulty Level: Medium

AACSB Standard: Analytical thinking

60. \_\_\_\_\_\_ is sometimes referred to as the Father of Modern Management.

a. Elton Mayo

b. Max Weber

c. Douglas McGregor

d. Henri Fayol

Ans: D

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Administrative Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

61. Eli is a manager who focuses on his employees’ strengths to determine the best way to manage them within the organization. Which approach to management best reflects Eli’s style?

a. behavioral theory

b. bureaucracy concept

c. systems theory

d. sociotechnical theory

Ans: A

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Application

Answer Location: Behavioral Theory

Difficulty Level: Hard

AACSB Standard: Analytical thinking

62. According to Elton Mayo’s Hawthorne studies, treating people well and meeting their needs often resulted in \_\_\_\_\_\_.

a. greater profits

b. better problem solving

c. lower turnover

d. increased performance

Ans: D

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Behavioral Theory

Difficulty Level: Medium

AACSB Standard: Analytical thinking | Group and individual behaviors

63. \_\_\_\_\_\_ developed theory X and theory Y.

a. Abraham Maslow

b. Max Weber

c. Douglas McGregor

d. Henry Gantt

Ans: C

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Behavioral Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

64. \_\_\_\_\_\_ developed the hierarchy of needs theory.

a. Elton Mayo

b. Abraham Maslow

c. Henri Fayol

d. Max Weber

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Behavioral Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

65. Faisal is excited about studying the behavioral science approach in his Principles of Management class. He feels well prepared to study this approach because he has already taken classes in \_\_\_\_\_\_, \_\_\_\_\_\_, and \_\_\_\_\_\_, all of which inform the behavioral science approach.

a. sociology; economics; management science

b. economics; philosophy; research

c. economics; psychology; sociology

d. psychology; sociotechnical theory; economics

Ans: C

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Behavioral Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

66. During Amaya’s Principles of Management class, she learns about the assumptions managers make about workers. She tends to agree that there are some people who like to work, while others work because they have to earn a living. Amaya wants to learn more about this management approach so that she can implement these ideas at her own job. Which behavioral theory best reflects Amaya’s approach?

a. Elton Mayo’s human relations movement

b. Margaret Mead’s systems approach

c. Henri Faylo’s management functions

d. Douglas McGregor’s theory X and theory Y

Ans: D

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Application

Answer Location: Behavioral Theory

Difficulty Level: Hard

AACSB Standard: Analytical thinking

67. \_\_\_\_\_\_ focuses on the use of mathematics to aid in problem solving.

a. Management science theory

b. Administrative theory

c. Integrative theory

d. Systems theory

Ans: A

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Management Science

Difficulty Level: Easy

AACSB Standard: Analytical thinking

68. \_\_\_\_\_\_ focuses on supporting business decision-making and routine business transactions through the timely and accurate provision of data.

a. Operations management

b. Information management

c. Information research

d. Operations research

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Management Science

Difficulty Level: Easy

AACSB Standard: Analytical thinking

69. Which management practice focuses on using algorithms to help businesses better understand their customers and increase sales?

a. Operations management

b. Information management

c. Information research

d. Operations research

Ans: D

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Management Science

Difficulty Level: Medium

AACSB Standard: Analytical thinking

70. Which management practice uses quantitative techniques to improve products and increase the efficiency of production?

a. operations management

b. information management

c. information research

d. operations research

Ans: A

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Management Science

Difficulty Level: Medium

AACSB Standard: Analytical thinking

71. The integrative perspective is composed of sociotechnical theory, \_\_\_\_\_\_, and \_\_\_\_\_\_.

a. behavioral theory; systems theory

b. systems theory; contingency theory

c. behavioral theory; contingency theory

d. contingency theory; classical theory

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Integrative Perspective—Systems, Sociotechnical, Contingency Theories

Difficulty Level: Easy

AACSB Standard: Analytical thinking

72. How does a systems approach contribute to our knowledge of management practices?

a. It provides a deeper look into the psyche of contemporary workers and what motivates them.

b. It introduces the concept of diversity in the workplace and identifies different ways of managing diverse groups.

c. It offers new ways of thinking about efficiency and productivity related to managing job tasks.

d. It takes a holistic view of organizations and examines how all parts are interconnected.

Ans: D

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Analysis

Answer Location: Systems Theory

Difficulty Level: Medium

AACSB Standard: Analytical thinking

73. The systems approach recognizes that an organization is an \_\_\_\_\_\_ system because it interacts with and is affected by the external environment.

a. internal

b. asymmetric

c. emergent

d. open

Ans: D

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Systems Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

74. Which management theory focuses on determining the best management approach for a given situation?

a. systems theory

b. contingency theory

c. behavioral theory

d. management science theory

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Contingency Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

75. Victor has worked in various departments in his company. This experience has given him firsthand understanding of the importance of each job in his organization. He now understands that if the custodian doesn’t do his or her job to maintain company work space, then Victor can’t work efficiently in a non-cluttered space. Victor’s view that he and the custodian need one another reflects which aspect of systems thinking?

a. interdependence

b. independence

c. cross dependence

d. equality

Ans: A

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Application

Answer Location: Systems Theory

Difficulty Level: Hard

AACSB Standard: Analytical thinking

76. Which type of skill is necessary, according to systems theorists, for understanding how an organization’s departments interrelate?

a. people

b. information systems

c. conceptual

d. technical

Ans: C

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Analysis

Answer Location: Systems Theory

Difficulty Level: Medium

AACSB Standard: Analytical thinking

77. Which style of leadership is predominantly used by managers in today’s workplace?

a. participative

b. integrative

c. behavioral

d. innovative

Ans: A

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Managing the Old Versus New Workplace

Difficulty Level: Easy

AACSB Standard: Analytical thinking

78. Ramona’s company encourages all levels of employees to participate in the organization by allowing them to share knowledge and be a part of all decision-making processes. Ramona’s company reflects which type of organization?

a. specialized organization

b. rapid change organization

c. competitive organization

d. learning organization

Ans: D

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Application

Answer Location: Knowledge Management and Learning Organizations

Difficulty Level: Hard

AACSB Standard: Analytical thinking

79. The goal of knowledge management is to share knowledge in order to \_\_\_\_\_\_.

a. better manage diversity

b. continuously improve products and processes

c. ensure that goods are continuously produced

d. respond to domestic competition

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Analysis

Answer Location: Knowledge Management and Learning Organizations

Difficulty Level: Medium

AACSB Standard: Analytical thinking

80. What is the goal of a learning organization?

a. to minimize change in the organization

b. to identify global opportunities and be competitive in a global market

c. to engage all employees in identifying and solving problems

d. to use integrating teams to reduce operating costs

Ans: C

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Analysis

Answer Location: Knowledge Management and Learning Organizations

Difficulty Level: Medium

AACSB Standard: Analytical thinking

81. Systematic use of the best available facts to improve management practice is known as \_\_\_\_\_\_ management.

a. knowledge-based

b. science-based

c. evidence-based

d. technology-based

Ans: C

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Evidence-Based Management (EBMgt)

Difficulty Level: Medium

AACSB Standard: Analytical thinking

82. Valentina will only adopt new management techniques that have been thoroughly researched and shown to be effective. She does not want to waste her time using techniques that have not been verified as effective and efficient. Valentina is relying on which concept?

a. sociotechnical management

b. evidence-based management

c. systems management

d. knowledge management

Ans: B

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Application

Answer Location: Evidence-Based Management (EBMgt)

Difficulty Level: Hard

AACSB Standard: Analytical thinking

## True/False

1. America’s focus on individualism tends to make people unhappier in their professional lives.

Ans: T

Learning Objective: 1-1: State how the study of management helps develop personal and professional skills.

Cognitive Domain: Comprehension

Answer Location: Develop Skills You Can Use in Your Personal Life

Difficulty Level: Medium

AACSB Standard: Analytical thinking

2. Being effective means doing things right so as to maximize the utilization of resources.

Ans: F

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Comprehension

Answer Location: What Is a Manager’s Responsibility?

Difficulty Level: Medium

AACSB Standard: Analytical thinking

3. Delivering a comprehensive budget spreadsheet when the boss requested a written report is an example of work that is efficient but not effective.

Ans: T

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Comprehension

Answer Location: What Is a Manager’s Responsibility?

Difficulty Level: Medium

AACSB Standard: Analytical thinking

4. Industriousness, integrity, and political savvy have been identified as the three most important qualities of a manager.

Ans: F

Learning Objective: 1-3: List the three skills of effective managers.

Cognitive Domain: Knowledge

Answer Location: Management Qualities

Difficulty Level: Easy

AACSB Standard: Analytical thinking

5. Technical skills are more important for employees than for managers.

Ans: T

Learning Objective: 1-3: List the three skills of effective managers.

Cognitive Domain: Comprehension

Answer Location: Technical Skills

Difficulty Level: Medium

AACSB Standard: Analytical thinking

6. Organizing is typically the starting point in the management process.

Ans: F

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Comprehension

Answer Location: Planning--Based on Objectives

Difficulty Level: Medium

AACSB Standard: Analytical thinking

7. The allocation of resources is a controlling function.

Ans: F

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Knowledge

Answer Location: Organizing

Difficulty Level: Easy

AACSB Standard: Analytical thinking

8. Leading is the process of telling employees what to do.

Ans: F

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Comprehension

Answer Location: Leading

Difficulty Level: Medium

AACSB Standard: Analytical thinking

9. Explaining the benefits of new procedures to employees is an example of the leading function.

Ans: T

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Comprehension

Answer Location: Leading

Difficulty Level: Medium

AACSB Standard: Analytical thinking

10. An important part of controlling is monitoring and measuring progress.

Ans: T

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Comprehension

Answer Location: Controlling

Difficulty Level: Medium

AACSB Standard: Analytical thinking

11. Assigning various tasks to her employees is an example of the controlling function.

Ans: F

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Comprehension

Answer Location: Controlling

Difficulty Level: Medium

AACSB Standard: Analytical thinking

12. Transitioning from employee to manager is a natural and seamless process for most new managers.

Ans: F

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Comprehension

Answer Location: The Transition to Management--Managing People

Difficulty Level: Medium

AACSB Standard: Analytical thinking

13. Managers use their interpersonal skills when playing both informational and interpersonal management roles.

Ans: T

Learning Objective: 1-5: Explain the three management role categories.

Cognitive Domain: Knowledge

Answer Location: Management Roles

Difficulty Level: Easy

AACSB Standard: Analytical thinking

14. Managers perform the management functions in a linear order, starting with planning and ending with controlling.

Ans: F

Learning Objective: 1-5: Explain the three management role categories.

Cognitive Domain: Comprehension

Answer Location: The Systems Relationship Among the Management Skills, Functions, and Roles

Difficulty Level: Medium

AACSB Standard: Analytical thinking

15. Middle managers can be either general or functional managers.

Ans: T

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Comprehension

Answer Location: Types of Managers by Level

Difficulty Level: Medium

AACSB Standard: Analytical thinking

16. While both general managers and project managers supervise employees from several functional departments, not all general managers are project managers.

Ans: T

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Comprehension

Answer Location: Types of Managers by Level

Difficulty Level: Medium

AACSB Standard: Analytical thinking

17. Top managers report to other executives or boards of directors.

Ans: T

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Knowledge

Answer Location: Top Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

18. The team leader is not usually a permanent management position and thus is not a level in the hierarchy of management.

Ans: T

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Comprehension

Answer Location: Team Leader

Difficulty Level: Medium

AACSB Standard: Analytical thinking

19. The three types of managers are general managers, functional managers, and project managers.

Ans: T

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Knowledge

Answer Location: Types of Managers by Level

Difficulty Level: Easy

AACSB Standard: Analytical thinking

20. A manager’s job in a not-for-profit organization is typically very different from a manager’s job in a for-profit organization.

Ans: F

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Comprehension

Answer Location: Managers of For-Profit Versus Not-For-Profit Organizations

Difficulty Level: Medium

AACSB Standard: Analytical thinking

21. The administrative theory of management is part of the classical theory.

Ans: T

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Classical Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

22. A compromise in which both parties give up something they wanted in order to reach a resolution is an example of integrative conflict resolution.

Ans: F

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Administrative Theory

Difficulty Level: Medium

AACSB Standard: Analytical thinking | Group and individual behaviors

23. The behavioral theory focuses on specific types of organizations.

Ans: F

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Behavioral Theory

Difficulty Level: Medium

AACSB Standard: Analytical thinking

24. Theory X managers assume that people do not need close supervision.

Ans: F

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Behavioral Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

25. Research supported the behavioral theory assumption that happy employees would be productive.

Ans: F

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Behavioral Theory

Difficulty Level: Medium

AACSB Standard: Analytical thinking

26. The *Hawthorne effect* refers to the phenomenon that studying people affects their performance.

Ans: T

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Behavioral Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

27. Management science theory is more closely related to classical approaches to management than it is to the behavioral approaches.

Ans: T

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Management Science

Difficulty Level: Medium

AACSB Standard: Analytical thinking

28. The systems theory of management focuses on individual parts and how they work as separate entities in a whole organization.

Ans: F

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Comprehension

Answer Location: Systems Theory

Difficulty Level: Medium

AACSB Standard: Analytical thinking

29. Sociotechnical theorists focus on integrating people and technology.

Ans: T

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Sociotechnical Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

30. The contingency theory of management focuses on determining the best management approach for a given situation.

Ans: T

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Contingency Theory

Difficulty Level: Easy

AACSB Standard: Analytical thinking

31. Evidence-based management is also referred to as best practices.

Ans: T

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Knowledge

Answer Location: Evidence-Based Management (EBMgt)

Difficulty Level: Easy

AACSB Standard: Analytical thinking

## Essay

1. Describe a situation in which a student is behaving efficiently but not effectively.

Ans: Answers to this question will vary but should describe a situation in which the student is doing something correctly or in a way that maximizes output, but is not doing the right thing(s). An example might be thoroughly studying the wrong chapter for an exam or multitasking by cleaning the apartment while studying, but not doing a good job at either task.

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Application

Answer Location: What Is a Manager’s Responsibility?

Difficulty Level: Hard

AACSB Standard: Analytical thinking

2. Describe a situation in which a student is behaving effectively but not efficiently.

Ans: Answers to this question will vary but should describe a situation in which the student is doing the right thing but not doing it correctly or in an optimal way. An example might be doing the correct homework assignment but not following the directions for the assignment, or doing the correct homework but trying to re-read every single chapter and lecture note written about the subject before starting the assignment.

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Application

Answer Location: What Is a Manager’s Responsibility?

Difficulty Level: Hard

AACSB Standard: Analytical thinking

3. Describe how a manager can use all four management resources during the process of interviewing a candidate for a job.

Ans: Answers to this question will vary but should describe how the manager might use human resources (e.g., themselves and the candidate) to learn more about a candidate to see if he or she will be a good fit for the organization; financial resources, such as the manager’s pay for the time they are conducting the interview and, perhaps, the salary and benefits offered to entice the candidate; physical resources, such as creating a comfortable space to conduct the interview by providing pens, bright lighting, and comfortable chairs; and informational resources, such as the information the manager acquires about the candidate during the interview and the information the manager shares with the candidate about the position.

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Analysis

Answer Location: What Is a Manager’s Responsibility?

Difficulty Level: Medium

AACSB Standard: Analytical thinking

4. Describe a manager’s responsibility during a routine day on the job using the concepts of efficiency and effectiveness and use of managerial resources.

Ans: A manager is responsible for achieving organizational objectives through efficient and effective utilization of resources. *Efficient* means doing things right so as to maximize the utilization of resources. *Effective* means doing the right thing in order to attain an objective; a manager’s effectiveness reflects the degree to which he or she achieves objectives. The manager’s resources are human, financial, physical, and informational. These resources are limited, and managers need to integrate them efficiently and effectively to be successful at implementing strategies. Student answer will vary in terms of how they describe these responsibilities but may describe situations where managers must delegate job tasks to various employees to ensure that all tasks are completed efficiently and effectively to meet the company’s objectives, such as when a manager asks one employee to work the cash register at a restaurant while another employees grabs the food and drinks for employees to make the process run more smoothly and quickly. The manager is using human (e.g., delegating tasks to different employees), financial (e.g., using processes that better serve customers and bring in more money per hour), physical (e.g., allocating different work stations to employees), and informational (e.g., explaining each task and how to properly complete it) resources.

Learning Objective: 1-2: Describe a manager’s responsibility.

Cognitive Domain: Application

Answer Location: What is a Manager’s Responsibility?

Difficulty Level: Hard

AACSB Standard: Analytical thinking

5. The textbook notes that integrity, industriousness, and the ability to get along with people have been identified as the three most important traits for successful managers. Discuss why each of these traits is important for success as a manager.

Ans: Answers to this question will vary but should include discussions of how a manager must be able to be self-motivated and industrious, be able to self-monitor, and be creative and innovative in how they approach their job and the products and services an organization provides. These skills are vital to getting things done in an effective and efficient manner. Managers also need to motivate other people to do the same. People follow leaders who value them and include them in work processes. Finally, there should be a discussion about integrity, which refers to a manager’s character and their level of honesty. People are more likely to follow managers who have integrity.

Learning Objective: 1-3: List the three skills of effective managers.

Cognitive Domain: Analysis

Answer Location: Management Qualities

Difficulty Level: Medium

AACSB Standard: Analytical thinking | Group and individual behaviors

6. Describe interpersonal skills and why businesses seek these skills in employees.

Ans: Interpersonal skills involve the ability to understand, communicate, and work well with individuals and groups by developing effective relationships. These are people skills, sometimes referred to as *soft skills*. Businesses need employees who bring out the best in people and work well in teams, as research demonstrates that relationships are one of the most important factors leading to business success in today’s marketplace. The resources managers need to get the job done are made available through relationships.

Learning Objective: 1-3: List the three skills of effective managers.

Cognitive Domain: Analysis

Answer Location: Interpersonal Skills

Difficulty Level: Medium

AACSB Standard: Analytical thinking | Group and individual behaviors

7. Explain the three management skills and discuss their importance to successful management.

Ans: The three types of management skills are (1) technical skills, (2) interpersonal skills, and (3) decision-making skills. First, technical skills involve the ability to use methods and techniques to perform a task. When managers are working on budgets, for example, they may need computer skills in order to use spreadsheet software. Technical competencies are an especially important part of doing business in a global economy to stay competitive or ahead of the competition. Interpersonal skills involve the ability to understand, communicate, and work well with individuals and groups through the development of effective relationships. Interpersonal skills are sometimes also referred to as *human skills* or *people skills* as well as *soft skills*. The resources you need to get the job done are made available through relationships; people are more productive at work when they feel accepted and part of an organization. Finally, decision-making skills involve leadership decisions, which determine the success or failure of organizations. Organizations are training their people to improve their decision-making skills. Decision-making skills are based on the ability to conceptualize situations and select alternatives to solve problems and take advantage of opportunities.

Learning Objective: 1-3: List the three skills of effective managers.

Cognitive Domain: Analysis

Answer Location: Management Skills

Difficulty Level: Medium

AACSB Standard: Analytical thinking

8. Explain the four management functions and discuss their importance to successful management.

Ans: The four management functions are (1) planning, (2) organizing, (3) leading, and (4) controlling. Planning is typically the starting point in the management process, where managers begin with a clear objective. Planning is the process of setting objectives and determining in advance exactly how the objectives will be met. Poor planning can lead to failed objectives. Organizing includes performance and is based on how managers organize their resources. Organizing is the process of delegating and coordinating tasks and allocating resources to achieve objectives, including assigning people to various jobs and tasks. An important part of organizing, sometimes listed as a separate function, is staffing. Staffing is the process of selecting, training, and evaluating employees. It’s important to have the right people in the right positions to ensure that a company can meet its objectives. The ability to lead is an important skill for everyone, especially for managers. Leading is the process of influencing employees to work toward achieving objectives. Managers must communicate the objectives to employees and motivate them to achieve those objectives. And finally, objectives will not be met without consistent monitoring (controlling). A manager can’t manage what he or she doesn’t measure. Sometimes a manager must overcome obstacles to accomplish the objective, thus controlling is the process of monitoring progress and taking corrective action when needed to ensure that objectives are achieved.

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Analysis

Answer Location: Management Functions

Difficulty Level: Medium

AACSB Standard: Analytical thinking

9. Discuss the interrelatedness of the management functions and give some examples of how they are interdependent.

Ans: Answers to this question will vary but may include elements of the following. The management functions are not steps in a linear process. Managers do not usually plan, then organize, then lead, and then control. The functions are distinct yet interrelated. Managers often perform them simultaneously, such as when a manager must delegate tasks and motivate employees to work in teams to accomplish an objective. In addition, each function depends on the others. For example, if one starts with a poor plan, the objective will not be met, even if things are well organized, led, and controlled. Or if one starts with a great plan but is poorly organized or leads poorly, the objective may not be met. Plans without controls are rarely implemented effectively. Management functions are based on setting objectives (planning) and achieving them (through organizing, leading, and controlling).

Learning Objective: 1-5: Explain the three management role categories.

Cognitive Domain: Analysis

Answer Location: The Systems Relationship Among the Management Skills, Functions, and Roles

Difficulty Level: Medium

AACSB Standard: Reflective thinking

10. You have recently been promoted to the position of manager at your business. So far you have been doing nonmanagement tasks, but now you will be called on to fulfill three new managerial functions focused on helping your employees do their work. What are they and how will you accomplish them?

Ans: Answers to this question will vary but should include training employees to do their jobs, helping employees improve their performance, and solving problems to make employees’ job easier and less frustrating.

Learning Objective: 1-4: State the four management functions.

Cognitive Domain: Application

Answer Location: The Transition to Management--Managing People

Difficulty Level: Hard

AACSB Standard: Reflective thinking

11. Explain the hierarchy of management levels and discuss their importance to organizations.

Ans: Top-level managers: Top-level managers--people in executive positions--have titles such as CEO, president, or vice president. Most organizations have relatively few top-level management positions, but these are vital to the overall “big picture” of a company’s mission and objective. Top-level managers are responsible for managing an entire organization or major parts of it. They develop and define the organization’s purpose, objectives, and strategies and often get the credit or blame for the performance of their firms. They report to other executives or boards of directors and supervise the activities of middle managers.

Middle managers: People in middle management positions have titles such as sales manager, branch manager, or department head. Middle managers are responsible for implementing top management’s strategy by developing short-term operating plans. They generally report to executives and supervise the work of first-line managers. Middle managers are critical to organizations for connecting operations to “big picture” thinking about a company’s mission or objective.

First-line managers: Examples of titles of first-line managers are team or crew leader, supervisor, head nurse, and office manager. These managers are responsible for implementing middle managers’ operational plans. They generally report to middle managers. Unlike those at the other two levels of management, first-line managers do not supervise other managers; they supervise operative employees. First-line managers do the important work of making sure the day-to-day operations of a company are working toward meeting a company’s objectives.

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Analysis

Answer Location: The Three Levels of Management

Difficulty Level: Medium

AACSB Standard: Analytical thinking

12. What are the four most common business functional areas and what is the basic responsibility of each?

Ans: Marketing: responsible for selling and advertising products and services

Operations/production: responsible for providing a service/making a product

Finance/accounting: responsible for obtaining the necessary funds and investments and for keeping records of sales and expenses and determining profitability

Human resources/personnel management: responsible for forecasting future employee needs and for recruiting, selecting, evaluating, and compensating employees

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Analysis

Answer Location: Types of Managers by Level

Difficulty Level: Medium

AACSB Standard: Analytical thinking

13. Explain the different skills needed at each of the three management levels and discuss why these skills are needed.

Ans: Top-level managers have a greater need for decision-making skills since they are responsible for setting the “big picture” or mission of a company. Middle managers need a balance of decision-making, technical, and interpersonal skills, though the mix required differs somewhat from organization to organization. Middle managers must use more of these skills since they are working with both top managers helping to implement a company’s mission and first-line managers who are responsible for implementing alternatives needed to meet a company’s objectives. First-line managers have a greater need for technical skills since they are closest to the actual day-to-day operations of a company. At all three levels of management, the need for interpersonal skills remains fairly constant.

Learning Objective: 1-6: Describe the differences among the hierarchy of management levels in terms of skills needed and functions performed.

Cognitive Domain: Application

Answer Location: Differences in Management Skills

Difficulty Level: Hard

AACSB Standard: Analytical thinking

14. Discuss Russell Ackoff’s critique of the classical approach to problem solving. Do you agree with his critique? Why or why not?

Ans: According to Russell Ackoff, the commonly used classical approach to problem solving is a reductionist process. Managers tend to break an organization into its basic parts (departments), understand the behavior and properties of the parts, and add the understanding of the parts together to understand the whole. They focus on making independent departments operate as efficiently as possible. According to systems theorists, the reductionist approach cannot yield an understanding of the organization, only knowledge of how it works. Because the parts of a system are interdependent, even if each part is independently made to perform as efficiently as possible, the organization as a whole may not perform as effectively as possible. For example, all-star athletic teams are made up of exceptional players. But because such players have not played together as a team before, the all-star team may not be able to beat an average team in the league. Answers will vary in terms of how students respond regarding agreement or disagreement with this approach but should include evidence or examples to back up students’ positions.

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Analysis

Answer Location: Systems Theory

Difficulty Level: Medium

AACSB Standard: Analytical thinking

15. Consider your college or university. Discuss how various parts of your institution illustrate the interdependence of an organization’s subsystems (departments) described by systems theory.

Ans: Answers to this question will vary. Students might discuss the interdependence between departments such as admissions, financial aid, the academic departments, and even on-campus housing. As an example, admissions’ ability to recruit students is impacted by the students’ access to financial aid and the availability of sufficient housing (of acceptable quality). The number and types of classes being offered by the various academic departments both influences the recruitment of students and is influenced by the number of students recruited.

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Application

Answer Location: Systems Theory

Difficulty Level: Hard

AACSB Standard: Reflective thinking

16. Discuss the findings of the study completed by the contingency theorists Tom Burns and George Stalker. Next, explain how companies might take this approach to managing.

Ans: Tom Burns and George Stalker conducted a study to determine how the environment affects a firm’s organization and management systems. They identified two different types of environments: stable (where there is little change) and innovative (great changes). The researchers also identified two types of management systems: mechanistic (similar to bureaucratic classical theory) and organic (nonbureaucratic, similar to behavioral theory). They concluded that in a stable environment, the mechanistic approach works well, whereas in an innovative environment, the organic approach works well. Student answers will vary on the second part of this question, but responses should take into consideration various companies who have either constant change in the environment such as Amazon, or relatively little change in the environment, such as a small, independent bookstore. Big organizations such as Amazon who see significant change, would fare better using an organic approach to deal with change, while a smaller company may fare better using a mechanistic approach.

Learning Objective: 1-7: Summarize the major similarities and differences between the classical and behavioral theorists.

Cognitive Domain: Application

Answer Location: Contingency Theory

Difficulty Level: Hard

AACSB Standard: Analytical thinking