Test Bank

Fundamentals of Management

SIXTH EDITION

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Chapter 1—Understanding the Manager's Job

TRUE/FALSE

1. Google is known for its excellent search engine, rapid growth, and unusual working environment. Based on this information, Google must be an effective company.
   ANS: T  PTS: 1  REF: p. 3  OBJ: 1.1
   NAT: AACSB: A  TYP: Application

2. Making the right decisions and successfully implementing them is known as effective management.
   ANS: T  PTS: 1  REF: p. 3  OBJ: 1.1
   NAT: AACSB: A  TYP: Definition

3. First-line management typically contains the largest contingent of managers within an organization.
   ANS: F  PTS: 1  REF: p. 3  OBJ: 1.1
   NAT: AACSB: A  TYP: Comprehension

4. Managers can be classified by both the level of the organization at which they work and the area in which they specialize.
   ANS: T  PTS: 1  REF: p. 3  OBJ: 1.1
   NAT: AACSB: A  TYP: Definition

5. "Vice President" is a common title for a middle manager.
   ANS: F  PTS: 1  REF: p. 3  OBJ: 1.1
   NAT: AACSB: A  TYP: Comprehension

6. Kinneri is a general manager for Marriott hotels in Philadelphia. She would best be classified as a first-line manager.
   ANS: F  PTS: 1  REF: p. 4  OBJ: 1.1
   NAT: AACSB: A  TYP: Comprehension

7. First-line managers typically spend a large portion of their time supervising the work of subordinates.
   ANS: T  PTS: 1  REF: p. 4  OBJ: 1.1
   NAT: AACSB: A  TYP: Definition

8. Managers who deal with the marketing aspects of a firm are frequently referred to as financial managers.
   ANS: F  PTS: 1  REF: p. 5  OBJ: 1.1
   NAT: AACSB: A  TYP: Comprehension

9. An example of a human resource is the stockholder who invests money in a corporation.
   ANS: F  PTS: 1  REF: p. 5  OBJ: 1.1
   NAT: AACSB: A  TYP: Comprehension
10. Managers who select a course of action from among a set of rational alternatives are involved in decision making.

ANS: T  PTS: 1  REF: p. 5  OBJ: 1.1
NAT: AACSB: A  TYP: Definition

11. Managing is a sequential process of planning, organizing, leading, and controlling.

ANS: F  PTS: 1  REF: p. 5  OBJ: 1.1
NAT: AACSB: R  TYP: Comprehension

12. Jacques Torres started Jacques Torres Chocolate. He is an entrepreneur. He used all the management activities: planning, decision making, organizing, leading, and controlling.

ANS: T  PTS: 1  REF: p. 5  OBJ: 1.1
NAT: AACSB: R  TYP: Application

13. Planning is the most challenging of all the managerial activities.

ANS: F  PTS: 1  REF: p. 5  OBJ: 1.1
NAT: AACSB: A  TYP: Definition

14. The activity of acquiring another company is primarily an outcome of controlling.

ANS: F  PTS: 1  REF: p. 6  OBJ: 1.1
NAT: AACSB: A  TYP: Comprehension

15. Managers who are able to see the overall relationships among their organization, its competitors, its suppliers, and the economy are said to have good technical skills.

ANS: F  PTS: 1  REF: p. 6  OBJ: 1.1
NAT: AACSB: A  TYP: Comprehension

16. Kathy Meier is in an apprenticeship program to learn the skills required to be a plumber. She will be learning technical skills.

ANS: T  PTS: 1  REF: p. 6  OBJ: 1.1
NAT: AACSB: A  TYP: Comprehension

17. Managers should lead by example. Therefore they need all the technical skills to do the jobs of their subordinates.

ANS: F  PTS: 1  REF: p. 6  OBJ: 1.1
NAT: AACSB: R  TYP: Comprehension

18. History is a conceptual framework for organizing knowledge and providing a blueprint for action.

ANS: F  PTS: 1  REF: p. 9  OBJ: 1.2
NAT: AACSB: R  TYP: Definition

19. Scientific management is called "scientific" because it attempts to use scientific methods such as focused observation, experimentation, and quantifying of results to improve management.
20. Melissa Mayer holds informal "office hours" two to three times a week to keep her ears open and build a reputation for being receptive. Her approach reflects application of scientific management.

ANS: F PTS: 1 REF: p. 9 OBJ: 1.2
NAT: AACSB: R TYP: Application

21. Administrative management focuses on improving the output of individual workers as opposed to improving the management of the whole organization.

ANS: F PTS: 1 REF: p. 12 OBJ: 1.2
NAT: AACSB: A TYP: Comprehension

22. The original Hawthorne studies found expected results—that workers' productivity seemed unrelated to the level of lighting.

ANS: F PTS: 1 REF: p. 13 OBJ: 1.2
NAT: AACSB: A TYP: Comprehension

23. The Hawthorne studies showed that piece-rate pay systems are effective in increasing worker output up to the limit of the workers' physical capacity.

ANS: F PTS: 1 REF: p. 13 OBJ: 1.2
NAT: AACSB: A TYP: Comprehension


ANS: T PTS: 1 REF: p. 15 OBJ: 1.2
NAT: AACSB: A TYP: Definition

25. The fundamental premise of the human relations movement is that the social aspects of the workplace are more important to increasing worker productivity than economic incentives.

ANS: T PTS: 1 REF: p. 14 OBJ: 1.2
NAT: AACSB: R TYP: Definition

26. Quantitative management is useful to managers today because it offers insights into individual behavior, motivation, and social interaction in organizations.

ANS: F PTS: 1 REF: p. 16 OBJ: 1.2
NAT: AACSB: R TYP: Definition

27. The concept of synergy suggests that two people can achieve more working together than they can achieve working individually.

ANS: T PTS: 1 REF: p. 18 OBJ: 1.3
NAT: AACSB: A TYP: Definition

28. A given organizational unit could be either a system or a subsystem, depending on the context in which you are studying it at a given point in time.

ANS: T PTS: 1 REF: p. 18 OBJ: 1.3
NAT: AACSB: E TYP: Comprehension

29. A company operating solely in the USA will not be impacted by globalization.

ANS: F PTS: 1 REF: p. 20 OBJ: 1.3
NAT: AACSB: R TYP: Definition

30. Recent business scandals have focused more attention on corporate governance.

ANS: T PTS: 1 REF: p. 20 OBJ: 1.3
NAT: AACSB: E TYP: Definition
31. The primary purpose of the management process is to
   a. develop organizational goals and make logical decisions.
   b. organize the various functions in a logical manner.
   c. ensure that all employees are working together effectively.
   d. achieve organizational goals efficiently and effectively.
   e. make sure things go as planned.
   ANS: D    PTS: 1    REF: p. 3    OBJ: 1.1
   NAT: AACSB: A    TYP: Definition

32. Google, the Federal Trade Commission, Girl Scouts, and the Detroit Pistons are all examples of:
   a. bureaucracies
   b. corporations
   c. organizations
   d. managerial hierarchies
   e. centralized units of operation
   ANS: C    PTS: 1    REF: p. 3    OBJ: 1.1
   NAT: AACSB: R    TYP: Application

33. Achieving organizational goals efficiently and effectively
   a. is necessary to make logical decisions.
   b. is the primary purpose of the management process.
   c. ensures that all employees will work together effectively.
   d. rarely occurs in private sector organizations.
   e. is not necessary for successful management but is desirable.
   ANS: B    PTS: 1    REF: p. 3    OBJ: 1.1
   NAT: AACSB: R    TYP: Definition

34. Emmitt Smith owns 51% of Smith/Cypress Partners LP, a real estate development enterprise. Smith
   created a(n)
   a. corporation.
   b. organization.
   c. managerial hierarchy.
   d. bureaucracy.
   e. organizational matrix.
   ANS: B    PTS: 1    REF: p. 3    OBJ: 1.1
   NAT: AACSB: R    TYP: Application

35. Which of the following is an example of an organizational goal?
   a. Profit
   b. Innovation
   c. Security
   d. Social responsibility
   e. All of these.
   ANS: E    PTS: 1    REF: p. 3    OBJ: 1.1
   NAT: AACSB: A    TYP: Application

36. _____ is more necessary for long-term success than is _____; although both are desirable.
   a. Efficiency, effectiveness
   b. Effectiveness, efficiency
c. Pervasiveness, tenacity
d. Complexity, expansion
e. Simplicity, expansion
ANS: B  PTS: 1  REF: p. 3  OBJ: 1.1
NAT: AACSB: R  TYP: Definition

37. Movien worked 10 hours and produced 50 units of a product. Allen worked 15 hours and produced 50 units of the same product. Compared to Allen, Movien was:
   a. equally efficient but not as effective.
   b. equally effective and efficient.
   c. equally effective but not as efficient.
   d. neither effective nor efficient.
   e. more efficient and of unknown effectiveness.
ANS: E  PTS: 1  REF: p. 3  OBJ: 1.1
NAT: AACSB: A  TYP: Application

38. How do top managers spend most of their time?
   a. Overseeing day-to-day operations
   b. Routine administrative tasks
   c. Implementing plans of first-line managers
   d. Making decisions and creating goals
   e. Coordinating the work of first-line managers
ANS: D  PTS: 1  REF: p. 3  OBJ: 1.1
NAT: AACSB: R  TYP: Definition

39. Which of the following persons is a manager?
   a. Barack Obama, President of the United States of America
   b. Dan Issel, coach of the Denver Nuggets, a professional basketball team
   c. Linda Kaplan Thaler, chief creative officer of Kaplan Thaler Group
   d. Dorothy Cann Hamilton, CEO of the French Culinary Institute
   e. All of these.
ANS: E  PTS: 1  REF: p. 3  OBJ: 1.1
NAT: AACSB: R  TYP: Application

40. Which of the following involve management?
   a. Jacques reorganizes his department.
   b. Jorge plans his company's holiday party.
   c. Annabelle introduces the CEO at the annual board meeting.
   d. Su-Lin monitors and enforces her company's policies regarding personal use of the Internet.
   e. All of these.
ANS: E  PTS: 1  REF: p. 3  OBJ: 1.1
NAT: AACSB: R  TYP: Application

41. Lynne is responsible for training in a South Brunswick School District. Her job requirements are not associated with any particular management specialty. Lynne is working in what functional area?
   a. Operations
   b. Finance
   c. Production
   d. Marketing
   e. Administration
ANS: E  PTS: 1  REF: p. 4  OBJ: 1.1
NAT: AACSB: A  TYP: Application
42. Jim Whaley is responsible for communications at Siemens. He is a(n)
   a. operations manager.
   b. general manager.
   c. human resource manager.
   d. research and development manager.
   e. public relations manager.
      ANS: E     PTS:  1     REF:  p. 5     OBJ:  1.1
      NAT:  AACSB: C     TYP: Application

43. Jacques Torres decided he will not expand his chocolate business outside New York because he
   doesn't want to spend his time in airports. What is this manager doing?
   a. Planning
   b. Organizing
   c. Controlling
   d. Leading
   e. Communicating
      ANS: A     PTS:  1     REF:  p. 5     OBJ:  1.1
      NAT:  AACSB: A     TYP: Application

44. Dean Tracy is director of international transportation for Lowe's home improvement company. He is
   a(n)
   a. operations manager.
   b. general manager.
   c. human resource manager.
   d. research and development manager.
   e. public relations manager.
      ANS: A     PTS:  1     REF:  p. 5     OBJ:  1.1
      NAT:  AACSB: R     TYP: Application

45. Microsoft decided to stop supporting Windows XP Service Pack 2 with updates, which makes the
   system more vulnerable to hacking. The increase in viruses will likely slow the system and prompt
   users to upgrade to new computers. Microsoft managers were primarily engaged in which activity?
   a. Coordinating
   b. Soldiering
   c. Organizing
   d. Controlling
   e. Planning
      ANS: E     PTS:  1     REF:  p. 6     OBJ:  1.1
      NAT:  AACSB: R     TYP: Application

46. Apple sold 1.7 million iPhone 4s in three days. It sold out everywhere and customers had to wait three
   weeks or longer. The failure to meet demand was a problem with
   a. planning.
   b. organizing.
   c. leading.
   d. controlling.
   e. communicating.
      ANS: A     PTS:  1     REF:  p. 6     OBJ:  1.1
      NAT:  AACSB: R     TYP: Application

47. Jacques Torres decided he will not expand his chocolate business outside New York because it will be
   too hard to manage the quality of the product. Which management function is he doing?
48. When Toyota executive Takeshi Uchiyamada gathered 1,000 engineers into his quality-review group to motivate them to use new quality improvement processes in their divisions, he is engaged in
a. planning.
b. organizing.
c. leading.
d. controlling.
e. analyzing.
ANS: C PTS: 1 REF: p. 6 OBJ: 1.1
NAT: AACSB: R TYP: Application

49. Which of the following would be included in the management function of planning?
   a. Selecting the course of action most likely to lead to success
   b. Monitoring progress toward the achievement of goals
   c. Motivating others to higher levels of achievement
   d. Communicating company policies to subordinates
   e. None of these.
ANS: A PTS: 1 REF: p. 5 OBJ: 1.1
NAT: AACSB: A TYP: Comprehension

50. Leading involves each of the following EXCEPT
   a. understanding individual and interpersonal processes.
   b. motivating and influencing others.
   c. technical understanding and control.
   d. interpersonal relations and communication.
   e. managing work groups and teams.
ANS: C PTS: 1 REF: p. 6 OBJ: 1.1
NAT: AACSB: A TYP: Comprehension

51. Julia assigns Jason a project to be completed and then holds periodic meetings with Jason to determine whether target dates for subparts of the project are being met. Which management function do these meetings represent?
   a. Coordinating
   b. Controlling
   c. Organizing
   d. Leading
   e. Planning and decision-making
ANS: B PTS: 1 REF: p. 6 OBJ: 1.1
NAT: AACSB: R TYP: Application

52. Chocolate makers sell 40% of their product in December. They start preparing for the increase in July. This represents which function of management?
   a. Planning
   b. Communication
   c. Leading
   d. Controlling
53. Aviation officers in the Army know how to fly and manage people. Flying is one of their ____ skills.
   a. human
   b. organizational
   c. conceptual
   d. technical
   e. None of these.
   ANS: D PTS: 1 REF: p. 7 OBJ: 1.1

54. ____ skills are needed for specialized tasks within the organization.
   a. Human
   b. Organizational
   c. Conceptual
   d. Technical
   e. None of these.
   ANS: D PTS: 1 REF: p. 6 OBJ: 1.1

55. Carlyn is monitoring expenditures and the budget to recognize problems early. She is drawing mainly on her ____ skills.
   a. interpersonal
   b. conceptual
   c. technical
   d. decision-making
   e. communication
   ANS: D PTS: 1 REF: p. 6 OBJ: 1.1

56. Empathy is a(n) ____ skill.
   a. conceptual
   b. technical
   c. analytic
   d. interpersonal
   e. diagnostic
   ANS: D PTS: 1 REF: p. 7 OBJ: 1.1

57. The top managers of a company are most likely to need ____ skills.
   a. technical
   b. interpersonal
   c. conceptual
   d. diagnostic
   e. analytic
   ANS: C PTS: 1 REF: p. 7 OBJ: 1.1

58. Which managerial skill is likely to be especially important to managers who occupy roles such as disturbance handler, negotiator, and resource allocator?
59. Interpersonal skills enable managers
   a. to take an overall view of how the parts of the organization interrelate and to think
      strategically.
   b. to solve detailed problems for their subordinates.
   c. to understand and interact effectively with others in the organization.
   d. to diagnose organizational problems correctly.
   e. None of these.
   ANS: C

60. Many business school professors extensively use the case method of teaching, in which students are
    asked to solve various kinds of business-related problems. Which managerial skills are most likely to
    improve by this teaching method?
   a. Diagnostic and conceptual
   b. Communication and time-management
   c. Diagnostic and decision-making
   d. Time-management and conceptual
   e. Decision-making and time-management
   ANS: C

61. Which of the following is NOT one of the management skills mentioned in the text?
   a. Diagnostic skills
   b. Commanding skills
   c. Decision-making skills
   d. Time-management skills
   e. Conceptual skills
   ANS: B

62. Winston interacts with his subordinates with ease, but he is often intimidated and uncomfortable with
    his superiors. Winston needs to develop his ____ skills.
   a. time-management
   b. communication
   c. interpersonal
   d. conceptual
   e. diagnostic
   ANS: C

63. The ability to effectively convey and receive ideas is a(n) ____ skill.
   a. technical
   b. human
   c. conceptual
   d. operational
   e. communication
   ANS: E
64. According to the science of management, management tasks should be approached in all of the following ways EXCEPT
a. rational.
  b. logical.
  c. objective.
  d. systematic.
  e. intuitive.
ANS: E    PTS: 1    REF: p. 9    OBJ: 1.1
NAT: AACSB: R    TYP: Definition

65. ____ provide(s) a conceptual framework for organizing knowledge.
  a. The classical management perspective
  b. History
  c. Administrative management
  d. Theory
  e. All of these
ANS: D    PTS: 1    REF: p. 9    OBJ: 1.2
NAT: AACSB: R    TYP: Definition

66. The classical management perspective consists of
  a. scientific management and administrative management.
  b. management science and scientific management.
  c. behavioral management and the operations management.
  d. contemporary management and behavioral management.
  e. contingency management and universal management.
ANS: A    PTS: 1    REF: p. 10    OBJ: 1.2
NAT: AACSB: A    TYP: Definition

67. Scientific management focuses on
  a. improving the efficiency of the individual worker.
  b. managing the overall organization.
  c. using capital more efficiently.
  d. enhancing the social aspects of the workplace.
  e. creating mathematical models of organization processes.
ANS: A    PTS: 1    REF: p. 11    OBJ: 1.2
NAT: AACSB: A    TYP: Comprehension

68. Lillian Gilbreth was the first woman inducted into the National Academy of Engineering. She invented the electric food mixer, shelves in refrigerator doors, and the trash can with a foot pedal to open it. She focused on ergonomics and time, motion studies. She was also one of the earliest advocates of
  a. contingency theory.
  b. scientific management.
  c. administrative management.
  d. theory X and Y.
  e. Hawthorne studies.
ANS: B    PTS: 1    REF: p. 11    OBJ: 1.2
NAT: AACSB: A    TYP: Comprehension

69. The first person to identify the managerial functions of planning, organizing, leading, and controlling was
  a. Elton Mayo.
  b. Lillian Gilbreth.
  c. Henri Fayol.
  d. Hugo Munsterberg.
  e. Mary Parker Follett.
ANS: C    PTS: 1    REF: p. 12    OBJ: 1.2
NAT: AACSB: A    TYP: Definition
70. Which of the following focuses on the management of the entire firm as opposed to the jobs of
individual workers?
   a. Contingency theory
   b. Scientific management
   c. Administrative management
   d. Theory X
   e. Hawthorne studies
ANS: C  PTS: 1  REF: p. 12  OBJ: 1.2
NAT: AACSB: A  TYP: Definition

71. What was Henri Fayol attempting to do when he developed his principles of management?
   a. Provide managers with an exhaustive list of management principles that were not to be
   violated
   b. Develop the foundation for contemporary organization theory
   c. Specify four basic functions in which managers should engage
   d. Systematize the practice of management by giving managers guidelines he had found
   useful
   e. Propose a theory about subordinates' acceptance of authority
ANS: D  PTS: 1  REF: p. 12  OBJ: 1.2
NAT: AACSB: A  TYP: Comprehension

72. Jessica tries to increase the efficiency of her production workers by paying them a piecework rate, with
higher pay for higher output. Jessica's workers then develop informal standards for production, such
that the slowest and fastest workers are rejected by the majority of the group. This outcome is
predicted by
   a. scientific management.
   b. systems theory.
   c. behavioral management.
   d. contingency theory.
   e. administrative management.
ANS: C  PTS: 1  REF: p. 13  OBJ: 1.2
NAT: AACSB: R  TYP: Application

73. The management pioneer who performed the Hawthorne studies at Western Electric was
   a. Lillian Gilbreth.
   b. Elton Mayo.
   c. Henry Gantt.
   d. Frank Gilbreth.
   e. Frederick Taylor.
ANS: B  PTS: 1  REF: p. 13  OBJ: 1.2
NAT: AACSB: A  TYP: Definition

74. When Dave was in college he worked summers for the NY Department of Transportation. Charlie, a
full year employee, told Dave to slow down. In Elton Mayo's studies, Charlie would be called a(n) ____
by the other members of the group.
   a. soldier
   b. slacker
   c. rate buster
   d. chiseler
   e. administrative manager
ANS: D  PTS: 1  REF: p. 13  OBJ: 1.2
NAT: AACSB: A  TYP: Comprehension

75. Which of the following draws from psychology, sociology, anthropology, economics, and medicine?
   a. Organizational behavior
   b. Scientific management
   c. Classical management perspective
   d. Systems perspective
e. Contingency perspective
ANS: A PTS: 1 REF: p. 15 OBJ: 1.2
NAT: AACSB: A TYP: Definition

76. Annette solves a set of mathematical models, performing a breakeven analysis to determine the required level of sales for a new product to make a profit. Annette is using which of the following?
a. Classical management perspective
b. Systems perspective
c. Quantitative management perspective
d. Behavioral management perspective
e. Contingency perspective
ANS: C PTS: 1 REF: p. 16 OBJ: 1.2
NAT: AACSB: R TYP: Definition

77. When a manufacturing plant uses mathematical models to plan production schedules and to schedule equipment maintenance, it is drawing upon
a. scientific management.
b. administrative management.
c. management science.
d. TQM.
e. Theory X.
ANS: C PTS: 1 REF: p. 16 OBJ: 1.2
NAT: AACSB: R TYP: Comprehension

78. Which of the following represent the two branches of quantitative management theory?
a. Scientific management and administrative management
b. Human relations movement and organizational behavior
c. Contingency theory and systems theory
d. Theory X and Theory Y
e. Management science and operations management
ANS: E PTS: 1 REF: p. 16 OBJ: 1.2
NAT: AACSB: A TYP: Definition

79. Subsystems
a. are autonomous.
b. are interdependent.
c. have some autonomy and interdependence.
d. are closed systems.
e. none of these answers.
ANS: C PTS: 1 REF: p. 18 OBJ: 1.3
NAT: AACSB: A TYP: Definition

80. In systems theory, the raw materials, human resources, and financial resources of an organization are examples of
a. inputs.
b. feedback loops.
c. transformation processes.
d. outputs.
e. sources of error.
ANS: A PTS: 1 REF: p. 18 OBJ: 1.3
NAT: AACSB: A TYP: Definition

81. Sweden's Hexagon acquired Intergraph. Hexagon is attempting to produce more with the two subsystems working together than they would alone. This is an example of
a. entropy.
b. feedback loops.
c. transformation processes.
d. inputs.
e. synergy.
82. Microsoft is no longer supporting Windows XP Service Pack 2 because it released Service Pack 3 and launched Windows 7. Service Pack 2 is an example of
   a. equifinality.
   b. synergy.
   c. entropy.
   d. subsystem interdependence.
   e. a closed system.
   ANS: C

83. Google has the largest share of the search market. Google introduced Android to the smartphone market and rapidly gained market share. Google is benefiting from
   a. open systems.
   b. closed systems.
   c. synergy.
   d. entropy.
   e. contingencies.
   ANS: C

84. Emilio says, "Employees and situations are unique. Sometimes I get good results by trying one approach, sometimes I decide to do something completely different." Emilio is using which of the following?
   a. Systems theory
   b. Administrative management
   c. Indecisive management
   d. Theory X
   e. The contingency perspective
   ANS: E

85. Internet providers and Airlines are examples of
   a. the erratic economy.
   b. globalization.
   c. employee diversity.
   d. the service economy.
   e. ethics and social responsibility.
   ANS: D

COMPLETION
86. Doing the right job is, ________________; doing the job right is ________________.
   ANS: effectiveness, efficiency

87. A family is a group of people working together in structured and coordinated fashion to achieve a set of goals. It is also a(n) ________________.
   ANS: organization

88. ________________ managers set overall organizational goals and determine strategy and operating policies.
   ANS: Top
89. Roberta manages an H&R Block office that prepares personal income tax returns. She is a(n) ____________________ manager.
ANS: first-line

90. ____________________ managers implement company policies while also supervising lower-level managers.
ANS: Middle

91. Lars Reno Jakobsen, is head of network and products for Maersk Line, the number one shipping company. Jakobsen's management area is ____________________.
ANS: operations

92. Airlines in the United States were struggling to make a profit when one airline started charging for baggage. Other airlines followed the idea. This is an example of the basic management function of ____________________.
ANS: decision making

93. CEOs and legal counselors monitor the Supreme Court rulings about the Sarbanes-Oxley Act because it affects corporate accountability. The managers are using ____________________ skills.
ANS: conceptual

94. _______________ ________________ skills refer to a manager's ability to visualize the most appropriate response to a situation.
ANS: Diagnostic

95. _______________ ________________ skills refer to a manager's ability to prioritize, work efficiently, and delegate appropriately.
ANS: Time-management

96. If we do not learn from ____________________, we are likely to repeat it.
ANS: history

97. James believes his managers function best if he assigns them a task and gives them freedom to decide how to get it done. He exhibits ________________ behavior.
ANS: Theory Y

98. ________________ focuses on the development of mathematical models to study management behavior.
ANS: Management Science
99. Helping the organization to produce its products in a more efficient manner is the proper area of study of ___________________________________.

ANS: operations management

PTS: 1   REF:  p. 16   OBJ:  1.2   NAT:  AACSB: A

100. Once the PT Cruiser was Chrysler's top seller, now it is no longer in production. Chrysler did almost nothing to maintain the brand. This is an example of _________________.

ANS: Entropy

PTS: 1   REF:  p. 18   OBJ:  1.3   NAT:  AACSB: A

101. If a manager has two employees who commit the same offense, but she realizes that she will have to take a different approach to correcting the behavior of each person, she obviously understands the concept of the ________________ perspective.

ANS: contingency

PTS: 1   REF:  p. 19   OBJ:  1.3   NAT:  AACSB: R

102. Uncertainty created by government debt and a sluggish job market has caused a(n) ________________ economy that constrains managers' ability to plan for the future.

ANS: erratic

PTS: 1   REF:  p. 21   OBJ:  1.3   NAT:  AACSB: R

103. When an organization moves from a live-operator phone response system to one in which a computer responds to customers' prompts, this is an example of the contemporary management challenge of _________________.

ANS: new technology

PTS: 1   REF:  p. 21   OBJ:  1.3   NAT:  AACSB: T

104. A management challenge that has taken on renewed importance is ________________ and ________________ and their relationship to corporate governance.

ANS: ethics, social responsibility
social responsibility, ethics

PTS: 1   REF:  p. 20   OBJ:  1.3   NAT:  AACSB: E

105. Traditionally, most businesses in the United States were in the __________________ sector, but today our society is shifting toward becoming a(n) ________________ economy.

ANS: manufacturing, service
MATCHING

Match the following numbered items with the most correct response letter.
A response may be used once, more than once, or not at all.

106. People working together to achieve a set of goals
107. Marketing, finance, operations, human resources, administration
108. Set of activities directed at resources to achieve goals
109. Planning, organizing, leading, and controlling

ANS: A  PTS: 1  REF: p. 3  OBJ: 1.1
ANO: AACS: A  TYP: Definition

ANS: D  PTS: 1  REF: p. 4  OBJ: 1.1
ANS: AACS: A  TYP: Definition

ANS: E  PTS: 1  REF: p. 3  OBJ: 1.1
ANS: AACS: A  TYP: Definition

ANS: B  PTS: 1  REF: p. 5  OBJ: 1.1
ANS: AACS: A  TYP: Definition

Match the following numbered items with the most correct response letter.
A response may be used once, more than once, or not at all.

110. Preparing a personal income tax return
111. Persuading others to work harder
112. Noticing a decline in sales when competitor's sales increased slightly
113. Monitoring the political climate and its potential affect on business

ANS: B  PTS: 1  REF: p. 6  OBJ: 1.1
ANS: AACS: A  TYP: Application

ANS: D  PTS: 1  REF: p. 7  OBJ: 1.1
ANS: AACS: A  TYP: Application

ANS: C  PTS: 1  REF: p. 7  OBJ: 1.1
ANS: AACS: A  TYP: Application

ANS: A  PTS: 1  REF: p. 7  OBJ: 1.1
ANS: AACS: A  TYP: Application

Match the following numbered items with the most correct response letter.
A response may be used once, more than once, or not at all.

114. The contingency perspective
115. The classical perspective
116. Administrative management theory

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d. Scientific management
e. Management science

114. Concerned with improving the output of individual workers
115. Appropriate managerial behavior depends on a wide variety of elements
116. Focuses on managing the total organization

114. ANS: D PTS: 1 REF: p. 11 OBJ: 1.2 | 1.3
NAT: AACSB: R TYP: Definition
115. ANS: A PTS: 1 REF: p. 19 OBJ: 1.2 | 1.3
NAT: AACSB: R TYP: Definition
116. ANS: C PTS: 1 REF: p. 12 OBJ: 1.2 | 1.3
NAT: AACSB: R TYP: Definition

Match the following numbered items with the most correct response letter.
A response may be used once, more than once, or not at all.
a. Ethics and social responsibility
b. Globalization
c. Quality
d. Employee diversity
e. Service economy

117. Property ownership arrangements vary widely
118. Corporate governance
119. Financial planning, transportation, and legal advice
120. Increasing pressure on businesses to improve products and services

117. ANS: B PTS: 1 REF: p. 20 OBJ: 1.3
NAT: AACSB: R TYP: Definition
118. ANS: A PTS: 1 REF: p. 20 OBJ: 1.3
NAT: AACSB: E TYP: Definition
119. ANS: E PTS: 1 REF: p. 21 OBJ: 1.3
NAT: AACSB: R TYP: Application
120. ANS: C PTS: 1 REF: p. 21 OBJ: 1.3
NAT: AACSB: R TYP: Definition

ESSAY
121. In what ways are parents managers?

ANS:
Answer not provided.
PTS: 1 REF: p. 3 | p. 4 | p. 5 | p. 6 | p. 7 | p. 8 OBJ: 1.1
NAT: AACSB: R TYP: Comprehension

122. Describe at least three functional areas of management, and give one example of a type of manager from each functional area.

ANS:
Answer not provided.
PTS: 1 REF: p. 4 | p. 5 OBJ: 1.1 NAT: AACSB: R
TYP: Definition

123. Managers can be classified according to both the level of the organization at which they work and their area of expertise. Discuss these two classification schemes and how they are interrelated, and give a specific business example of this idea.
124. Describe the four management functions. Which of the functions of management is the most important? Support your answer.

ANS: Answer not provided.

PTS: 1 REF: p. 3 | p. 4 | p. 5 OBJ: 1.1 NAT: AACSB: R TYP: Application

125. Is management more art or science? Defend your decision.

ANS: Answer not provided.

PTS: 1 REF: p. 5 | p. 6 OBJ: 1.1 NAT: AACSB: R TYP: Comprehension

126. Why do managers study management history and theory?

ANS: Answer not provided.

PTS: 1 REF: p. 9 | p. 10 OBJ: 1.2 NAT: AACSB: R TYP: Comprehension

127. Imagine you have two professors, one subscribes to Theory X and the other to Theory Y. What behaviors would you expect from them in the classroom?

ANS: Answer not provided.


128. Describe the quantitative approach to management. Include in your answer the distinction between management science and operations management.

ANS: Answer not provided.

PTS: 1 REF: p. 16-17 OBJ: 1.2 NAT: AACSB: R TYP: Definition

129. In 2009-2010 Toyota faced multiple recalls of its automobiles. Use the systems perspective to analyze where quality problems probably occurred.

ANS: Answer not provided.

PTS: 1 REF: p. 17-19 OBJ: 1.3 NAT: AACSB: R TYP: Comprehension

130. Describe how the recession of 2008-2010 impacted the new workplace, workforce diversity and organizational change.

ANS:
Answer not provided.

PTS: 1
REF: p. 20-21
OBJ: 1.3
NAT: AACSB: R
TYP: Comprehension