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| 1. The nature of management is to control and dictate others in an organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 4 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 2. Recognizing the value of employees involves the organizing role of management.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 6 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 3. Allocating resources across the organization is part of the organizing management function.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 4. How an organization goes about accomplishing a plan is a key part of the management function of controlling.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 5. Where the organization wants to be in the future and how to get there defines controlling.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 6. The use of influence to motivate employees to achieve the organization's goals refers to controlling.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 7. Organizing means defining goals for future organizational performance and deciding on the tasks and resources needed to attain them.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 8. Controlling involves monitoring employee's activities and taking corrective action as necessary.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 9. Leading is the use of influence to motivate employees to achieve organizational goals.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 10. When an organization is deliberately structured, it is designed to achieve some outcome, such as making a profit.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 9 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 11. An organization is a social entity that is goal directed and deliberately structured.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 9 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 12. Efficiency refers to the degree to which the organization achieves a stated objective.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 10 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 13. All managers have to pay attention to costs and according to research, the best way to improve organizational effectiveness is by severe cost cutting.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 10 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 14. The ultimate responsibility of managers is to achieve high performance by balancing efficiency and effectiveness.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 10 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 15. Efficiency can be calculated as the amount of resources used to produce a product or service.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 10 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 16. To perform effectively, all managers must possess conceptual, human, and technical skills, though the degree of each skill necessary at different levels of an organization may vary.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 11 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 17. Only the top managers in organizations need conceptual skills since it involves planning.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 12 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 18. A manager's ability to work with and through other people and to work effectively as a group member is called human skills.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 12 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 19. Technical skills are most important at lower organizational levels while conceptual skills become more important as managers move up the organizational hierarchy.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 20. One of the biggest mistakes during turbulent times is managers' failure to comprehend and adapt to the rapid pace of change in the world around them.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 21. The ability to motivate others is considered a technical management skill.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 22. Managers use conceptual, human, and technical skills to perform the four management functions of planning, organizing, leading, and controlling in all organizations.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 14 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 23. Middle managers are responsible for setting organizational goals, defining strategies for achieving them, and making decisions that affect the entire organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 24. Facilitating individual employee performance is an important role for top managers.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 25. Juan, as a division manager, is generally concerned with the near future and is expected to establish good relationships with peers around the organization, encourage teamwork, and resolve conflicts. Juan can be described as a middle manager.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 26. A human resource manager would be considered a staff manager.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 27. Antonio is head of the advertising department at Terrific Tortillas Inc. He can be described as a general manager.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 28. First line managers are the managers who have the responsibility for making the significant strategic policy decisions, often with staff managers assisting them in these decisions.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 29. Staff managers are responsible for the manufacturing and marketing departments that make or sell the products or services.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 30. Manager least enjoy activities such as controlling subordinates and managing time pressures.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 17 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 31. The individual performer is a generalist and coordinates a broad range of activities.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 18 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 32. Becoming a successful manager means thinking in terms of building teams and networks, becoming a motivator and organizer within a highly interdependent system of people and work.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 19 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 33. Most top executives routinely work at least 12 hours a day and spend 50 percent or more of their time traveling.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 21 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 34. A manager forwards information to other organization members in the disseminator role.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 35. In the spokesperson role, a manager forwards information to other organization members.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 36. The informational roles that managers perform include monitor, disseminator, and spokesperson.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 37. In the figurehead role, the manager performs ceremonial and symbolic duties.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 38. The disturbance handler role involves the initiation of change, thinking about the future and how to get there.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 39. In a monitor role, the manager trasmits current information to others, both outside and inside the organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 24 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 40. Managers in small businesses tend to emphasize roles different from those of managers in large corporations.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 25 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-08 - 01-08 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 41. Not-for-profit organizations, such as The Red Cross and the Girl Scouts, represent a major application of management talent.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 26 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-08 - 01-08 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 42. We might expect managers in nonprofit organizations to place more emphasis on the roles of spokesperson, leader, and resource allocator.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 26 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-08 - 01-08 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 43. The rise of virtual work has led to a decline in organizational hierarchies.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 27 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 44. Technological advances have resulted in employees becoming more empowered.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 27 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 45. Today’s managers rely on “management by keeping tabs” and play the role of a controller instead of an enabler.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 27-28 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 46. The nature of management is to cope with \_\_\_\_\_ and far-reaching challenges.   |  |  |  | | --- | --- | --- | |  | a. | simple | |  | b. | planned | |  | c. | diverse | |  | d. | organized | |  | e. | controlled |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 4 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 47. Success in the new workplace depends on the strength and quality of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | individual workers | |  | b. | independent teams | |  | c. | followers | |  | d. | collaborative relationships | |  | e. | vendors |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 4 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 48. Without \_\_\_\_\_, no company can survive over the long run.   |  |  |  | | --- | --- | --- | |  | a. | cost-cutting | |  | b. | outsourcing | |  | c. | command-and-control approach | |  | d. | total quality teamwork | |  | e. | innovation |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 5 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 49. Regina, owner and operator of a small restaurant, believes that her most important task as manager is establishing goals for the restaurant and deciding what must be done to achieve them. This involves which aspect of what managers do?   |  |  |  | | --- | --- | --- | |  | a. | Organizing | |  | b. | Motivating and communicating | |  | c. | Measuring | |  | d. | Developing people | |  | e. | Setting objectives |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 6 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 50. One of the important ideas in the text's definition of management is:   |  |  |  | | --- | --- | --- | |  | a. | the management functions of planning, organizing, leading, and controlling. | |  | b. | the attainment of societal goals. | |  | c. | effectiveness is more important than efficiency. | |  | d. | management is unique to for-profit organizations. | |  | e. | efficiency is more important than effectiveness. |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 6 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 51. When senior managers at Gap, Inc. decided to become the number one service-quality clothing company in the world, they were engaging in the management function of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | planning | |  | b. | organizing | |  | c. | leading | |  | d. | controlling | |  | e. | dreaming |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 7 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 52. Which of the following is a function of management?   |  |  |  | | --- | --- | --- | |  | a. | Human resources | |  | b. | Raw materials | |  | c. | Efficiency | |  | d. | Planning | |  | e. | Effectiveness |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 7 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 53. Robert, a top-level manager at an advertising agency, spends a significant part of his work day identifying goals for future organizational performance and deciding how to use resources to attain these goals. This involves which management function?   |  |  |  | | --- | --- | --- | |  | a. | Controlling | |  | b. | Leading | |  | c. | Organizing | |  | d. | Planning | |  | e. | Delegating |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 7 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 54. Selecting goals and ways to attain them refers to \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | controlling | |  | b. | planning | |  | c. | organizing | |  | d. | staffing | |  | e. | leading |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 7 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 55. Which of these can best describe organizing?   |  |  |  | | --- | --- | --- | |  | a. | Assigning responsibility for task accomplishment | |  | b. | Using influence to motivate employees | |  | c. | Monitoring activities and making corrections | |  | d. | Selecting goals and ways to attain them | |  | e. | None of these |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 7 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 56. Which of the following is not a function of management?   |  |  |  | | --- | --- | --- | |  | a. | Plan | |  | b. | Control | |  | c. | Organize | |  | d. | Lead | |  | e. | Performance |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 7 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 57. How an organization goes about accomplishing a plan is a key part of the management function of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | planning | |  | b. | organizing | |  | c. | leading | |  | d. | controlling | |  | e. | motivating |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 58. When Terry Doyle of CommuniCom, Inc. created smaller, more independent maintenance units, he was performing the function of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | controlling | |  | b. | human relations skills | |  | c. | leading | |  | d. | organizing | |  | e. | resourcing |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 59. Using influence to motivate employees describes which of these functions?   |  |  |  | | --- | --- | --- | |  | a. | Controlling | |  | b. | Planning | |  | c. | Leading | |  | d. | Monitoring | |  | e. | Organizing |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 60. Which of these is the use of influence to motivate employees to achieve organizational goals?   |  |  |  | | --- | --- | --- | |  | a. | Leading | |  | b. | Controlling | |  | c. | Organizing | |  | d. | Planning | |  | e. | Staffing |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 61. Amanda Rowley, President of Autos-R-Us, recognizes the factory employees for their outstanding performance at the monthly awards banquet on the shop floor by presenting a plaque and a check for $100. She is engaging in the management function of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | bribery | |  | b. | organizing | |  | c. | technical skills | |  | d. | leading | |  | e. | controlling |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 62. Problems within the finance industry in 2008 have been attributed to a breakdown in which managerial function?   |  |  |  | | --- | --- | --- | |  | a. | Controlling | |  | b. | Leading | |  | c. | Organizing | |  | d. | Planning | |  | e. | Delegating |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 63. Monitoring activities and making corrections are part of:   |  |  |  | | --- | --- | --- | |  | a. | organizing. | |  | b. | planning. | |  | c. | leading. | |  | d. | staffing. | |  | e. | controlling. |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 64. Tool Techies, Inc. uses phone surveys of customers to gather information about service and quality. This is an example of the management function of:   |  |  |  | | --- | --- | --- | |  | a. | planning. | |  | b. | technical skills. | |  | c. | organizing. | |  | d. | controlling. | |  | e. | conceptual skills. |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 65. \_\_\_\_\_ is the management function concerned with monitoring employees' activities, keeping the organization on track toward its goals, and making corrections as needed.   |  |  |  | | --- | --- | --- | |  | a. | Planning | |  | b. | Resource allocation | |  | c. | Controlling | |  | d. | Organizing | |  | e. | Efficiency |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 66. When Troy measures his employees' performance and compares their performance against the goals he set for them, he is performing which of these functions?   |  |  |  | | --- | --- | --- | |  | a. | Staffing | |  | b. | Leading | |  | c. | Organizing | |  | d. | Controlling | |  | e. | Planning |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 67. A social entity that is goal directed and deliberately structured is referred to as a(n):   |  |  |  | | --- | --- | --- | |  | a. | organization. | |  | b. | management. | |  | c. | employee. | |  | d. | student. | |  | e. | task. |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 9 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 68. By definition, an organization is considered \_\_\_\_\_ because it is made up of two or more people.   |  |  |  | | --- | --- | --- | |  | a. | efficient | |  | b. | a social entity | |  | c. | effective | |  | d. | goal-directed | |  | e. | deliberately structured |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 9 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 69. The degree to which an organization achieves a stated goal refers to:   |  |  |  | | --- | --- | --- | |  | a. | effectiveness. | |  | b. | synergy. | |  | c. | conceptual skill. | |  | d. | efficiency. | |  | e. | human skill. |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 10 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 70. Which of the following refers to the amount of resources used to achieve an organization's goal?   |  |  |  | | --- | --- | --- | |  | a. | Effectiveness | |  | b. | Synergy | |  | c. | Performance | |  | d. | Efficiency | |  | e. | Management |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 10 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 71. For a widget manufacturing company, worker-hours per widget is a measure of:   |  |  |  | | --- | --- | --- | |  | a. | organizational effectiveness. | |  | b. | organizational performance. | |  | c. | organizational efficiency. | |  | d. | organizational structure. | |  | e. | none of these. |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 10 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 72. Jessica was recently praised by her supervisor for displaying superior customer service during an encounter with a problem customer. This is an example of organizational:   |  |  |  | | --- | --- | --- | |  | a. | information processing. | |  | b. | efficiency. | |  | c. | effectiveness. | |  | d. | structure. | |  | e. | goal-setting. |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 10 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 73. Stefan, a supermarket cashier, recently received an award for having the highest scan rate among all cashiers. This is an example of organizational:   |  |  |  | | --- | --- | --- | |  | a. | performance. | |  | b. | efficiency. | |  | c. | effectiveness. | |  | d. | structure. | |  | e. | goal-setting. |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 10 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 74. Conceptual, human, and technical skills are important to which managerial level?   |  |  |  | | --- | --- | --- | |  | a. | Top managers | |  | b. | Middle managers | |  | c. | First-line managers | |  | d. | Non managers | |  | e. | All of these |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 11 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 75. \_\_\_\_\_ skills is the cognitive ability to see the organization as a whole and the relationship among its parts.   |  |  |  | | --- | --- | --- | |  | a. | Human | |  | b. | Resource allocation | |  | c. | Conceptual | |  | d. | Negotiation | |  | e. | Technical |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 11 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 76. According to the text, what are the skills used by managers when performing the four functions of management?   |  |  |  | | --- | --- | --- | |  | a. | Conceptual, interpersonal, and organizational | |  | b. | Functional, problem-solving, and technical | |  | c. | Analytical, interpersonal, and financial | |  | d. | Conceptual, human, and technical | |  | e. | Communication, strategic, and innovative |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 11 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 77. Within her role as a small business consultant, Alexa analyzes how organizations fit into their industries, the communities, and the broader social environment. This type of analysis involves which management skill?   |  |  |  | | --- | --- | --- | |  | a. | Organizing | |  | b. | Technical | |  | c. | Human | |  | d. | Conceptual | |  | e. | Delegation |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 11-12 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 78. Juan Perez is the President of WV Railroad. His organization faces issues related to the environment, government regulation, and competition. He will need to rely primarily on his:   |  |  |  | | --- | --- | --- | |  | a. | conceptual skills. | |  | b. | technical skills. | |  | c. | human skills. | |  | d. | controlling skills. | |  | e. | interpersonal skills. |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 11-12 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 79. \_\_\_\_\_ are most important at the top management level.   |  |  |  | | --- | --- | --- | |  | a. | Conceptual skills | |  | b. | Human skills | |  | c. | Technical skills | |  | d. | Project skills | |  | e. | All of these |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 12 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 80. A manager's \_\_\_\_\_ skill is demonstrated in the way a manager relates to other people.   |  |  |  | | --- | --- | --- | |  | a. | conceptual | |  | b. | human | |  | c. | technical | |  | d. | leading | |  | e. | controlling |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 12 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 81. Sabrina recently helped her subordinates at work resolve an interpersonal conflict by listening to the problem and serving as a mediator. This is an example of use of which management skill?   |  |  |  | | --- | --- | --- | |  | a. | Human | |  | b. | Strategic | |  | c. | Technical | |  | d. | Conceptual | |  | e. | Analytical |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 12 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 82. Which of the following skill is the manager's ability to work with and through other people and to work effectively as a group member?   |  |  |  | | --- | --- | --- | |  | a. | Human | |  | b. | Conceptual | |  | c. | Technical | |  | d. | Intellectual | |  | e. | Planning |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 12 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 83. Which skill includes specialized knowledge and analytical ability?   |  |  |  | | --- | --- | --- | |  | a. | Conceptual | |  | b. | Human | |  | c. | Technical | |  | d. | Controlling | |  | e. | Planning |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 84. Which of the following is most important at lower organizational levels?   |  |  |  | | --- | --- | --- | |  | a. | Planning skills | |  | b. | Human skills | |  | c. | Conceptual skills | |  | d. | Technical skills | |  | e. | None of these |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 85. Organizations often lose good employees because front-line managers fail to:   |  |  |  | | --- | --- | --- | |  | a. | give direction. | |  | b. | offer challenge. | |  | c. | show respect. | |  | d. | show recognition. | |  | e. | listen to new ideas. |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 86. \_\_\_\_\_ is the understanding of and proficiency in the performance of specific tasks.   |  |  |  | | --- | --- | --- | |  | a. | Human skill | |  | b. | Conceptual skill | |  | c. | Interpersonal skill | |  | d. | Technical skill | |  | e. | Leadership skill |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 87. The biggest mistake that many managers make is the failure to:   |  |  |  | | --- | --- | --- | |  | a. | clarify direction. | |  | b. | communicate effectively. | |  | c. | display compassion to employees. | |  | d. | create employee recognition programs. | |  | e. | focus on productivity. |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 14 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 88. Critical management missteps include:   |  |  |  | | --- | --- | --- | |  | a. | poor communication skills. | |  | b. | reactionary behavior. | |  | c. | inability to build a team. | |  | d. | failure to adapt. | |  | e. | all of these. |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 14 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 89. Which of the following are responsible for the entire organization?   |  |  |  | | --- | --- | --- | |  | a. | Top managers | |  | b. | Middle managers | |  | c. | First-line managers | |  | d. | Controlling managers | |  | e. | Organizing managers |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 90. \_\_\_\_\_ is not a force affecting transition from the old workplace to the new workplace.   |  |  |  | | --- | --- | --- | |  | a. | Focus | |  | b. | Insourcing | |  | c. | Workforce | |  | d. | Technology | |  | e. | Pace |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 91. What is the main concern of first-level managers?   |  |  |  | | --- | --- | --- | |  | a. | Monitoring the external environment and determining the best strategy to be competitive | |  | b. | Putting top management plans into action across the organization | |  | c. | Allocating resources and coordinating teams | |  | d. | Linking groups of people | |  | e. | Facilitating individual performance |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 92. Sally is vice president of administration at a large non-profit charity for animals. She most likely falls within which management level?   |  |  |  | | --- | --- | --- | |  | a. | CEO | |  | b. | Line employee | |  | c. | Staff manager | |  | d. | Top manager | |  | e. | Middle manager |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 93. The most important responsibilities for \_\_\_\_\_ managers include communicating a shared vision for the organization and shaping corporate culture.   |  |  |  | | --- | --- | --- | |  | a. | top | |  | b. | middle | |  | c. | first-line | |  | d. | leading | |  | e. | organizing |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 94. Marley is the executive director of the local Community for Critters. Her level in the management hierarchy is that of a(n):   |  |  |  | | --- | --- | --- | |  | a. | first-line manager. | |  | b. | middle manager. | |  | c. | top manager. | |  | d. | consultant. | |  | e. | operative. |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 95. Consider the following three managers from Outrageous Outfitters, Inc. Tiffany Blanchard is the president, Timothy Thompson is the director of marketing, and Karen Baxter is a maintenance supervisor. Which of the following statements is true?   |  |  |  | | --- | --- | --- | |  | a. | Karen Baxter does more planning than Tiffany Blanchard. | |  | b. | Timothy Thompson does more leading than Karen Baxter. | |  | c. | Tiffany Blanchard does more controlling than Timothy Thompson. | |  | d. | Tiffany Blanchard does more planning than Karen Baxter. | |  | e. | None of these. |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 96. Donna Hyde is the head of the finance department at Muumuu Manufacturing, Inc. Her level in the management hierarchy is that of a(n):   |  |  |  | | --- | --- | --- | |  | a. | first-line manager. | |  | b. | middle manager. | |  | c. | top manager. | |  | d. | chief executive officer. | |  | e. | operative. |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 97. Patty Rohrer is the director of human resources at Pet Grooming, Inc. She can be best described as a:   |  |  |  | | --- | --- | --- | |  | a. | top level manager. | |  | b. | project manager. | |  | c. | general manager. | |  | d. | first-line manager. | |  | e. | functional manager. |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 98. \_\_\_\_\_ managers are responsible for departments that perform a single functional task and have employees with similar training and skills.   |  |  |  | | --- | --- | --- | |  | a. | Top | |  | b. | Middle | |  | c. | First-line | |  | d. | Bottom | |  | e. | Functional |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 99. Today's middle manager is responsible for creating a \_\_\_\_\_ rather than managing the flow of information up and down the hierarchy.   |  |  |  | | --- | --- | --- | |  | a. | vertical chain | |  | b. | horizontal network | |  | c. | diagonal system of communication | |  | d. | spiral network | |  | e. | chaos-based evaluation system |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 100. Kyle Erckard, manager of the jewelry division of a major dept. store, coordinated the work of several people across several departments to accomplish a $500,000 fundraising for an animal shelter. He can best be described in his fundraising activities as a(n):   |  |  |  | | --- | --- | --- | |  | a. | top manager. | |  | b. | middle manager. | |  | c. | project manager. | |  | d. | first-line manager. | |  | e. | operative manager. |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 101. Which of the following best describes Terrance's position as a project manager?   |  |  |  | | --- | --- | --- | |  | a. | He is responsible for several departments that perform different functions. | |  | b. | He is required to have significant human skills. | |  | c. | He is responsible for self-contained division and all the departments within it. | |  | d. | He supervises employees with similar training and skills. | |  | e. | All of these. |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 102. Temporary management professionals responsible for a temporary work project that involves the participation of people from various functions and levels of the organization are called \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | middle managers | |  | b. | project managers | |  | c. | interim managers | |  | d. | first line managers | |  | e. | functional managers |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 103. Calvin Strine is the office manager of a local accounting firm. His level in the management hierarchy is that of a(n):   |  |  |  | | --- | --- | --- | |  | a. | first-line manager. | |  | b. | middle manager. | |  | c. | top manager. | |  | d. | consultant. | |  | e. | operative. |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 104. Which of the following best describes Stacey's position as a functional manager?   |  |  |  | | --- | --- | --- | |  | a. | She is responsible for several departments that perform different functions. | |  | b. | She organizes people across departments to perform a specific task. | |  | c. | She is responsible for a self-contained division and all the departments within it. | |  | d. | She supervises employees with similar training and skills. | |  | e. | None of these. |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 105. Which of these managers are responsible for the manufacturing and marketing departments that make or sell the product or service?   |  |  |  | | --- | --- | --- | |  | a. | Top | |  | b. | Line | |  | c. | First-line | |  | d. | Staff | |  | e. | Project |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 106. Which of these managers are in charge of departments such as finance and HR that support line departments?   |  |  |  | | --- | --- | --- | |  | a. | Line | |  | b. | Project | |  | c. | Top | |  | d. | Operatives | |  | e. | Staff |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 107. \_\_\_\_\_ are responsible for departments that perform a single task and have employees with similar training skills.   |  |  |  | | --- | --- | --- | |  | a. | Top managers | |  | b. | Middle managers | |  | c. | General managers | |  | d. | Functional managers | |  | e. | First-Line managers |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 108. Taylor Brittingham is a general manager. Which of the following best describes her position?   |  |  |  | | --- | --- | --- | |  | a. | She is responsible for several departments that perform different functions. | |  | b. | She organizes people across departments to perform a specific task. | |  | c. | She is responsible for one specific department (e.g., marketing). | |  | d. | She supervises employees with similar training and skills. | |  | e. | None of these |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 109. One of the things managers enjoy doing the most is:   |  |  |  | | --- | --- | --- | |  | a. | financial planning. | |  | b. | controlling activities. | |  | c. | planning for future decisions. | |  | d. | leading others. | |  | e. | hiring new employees. |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 17 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 110. Research shows that managers enjoy all of the following except:   |  |  |  | | --- | --- | --- | |  | a. | networking. | |  | b. | innovation. | |  | c. | leading others. | |  | d. | managing time. | |  | e. | all of these. |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 17 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 111. Of all management duties, one of the things managers like the least is:   |  |  |  | | --- | --- | --- | |  | a. | financial planning. | |  | b. | controlling activities. | |  | c. | planning for future decisions. | |  | d. | handling paperwork. | |  | e. | networking. |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 17 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 112. The individual performer is a \_\_\_\_\_; whereas, the manager has to be a(n) \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | specialist; generalist | |  | b. | "leader"; doer | |  | c. | generalist; specialist | |  | d. | producer; expert | |  | e. | communicator; operator |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 18 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 113. Shyloh is a research analyst who gets things done mostly through her own efforts, relying on herself rather than others. Shyloh can best be described as a(n):   |  |  |  | | --- | --- | --- | |  | a. | first-line manager. | |  | b. | middle manager. | |  | c. | individual performer. | |  | d. | top manager. | |  | e. | functional manager. |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 18 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 114. The individual identity includes which of the following?   |  |  |  | | --- | --- | --- | |  | a. | Generalist, coordinates diverse tasks | |  | b. | Gets things done through others | |  | c. | Works relatively independently | |  | d. | A network builder | |  | e. | Works in highly interdependent manner |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 18 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 115. Which of the following includes the manager identity?   |  |  |  | | --- | --- | --- | |  | a. | Specialist, performs specific tasks | |  | b. | Gets things done through own efforts | |  | c. | An individual actor | |  | d. | A network builder | |  | e. | Works relatively independently |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 18 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 116. Being a successful manager means thinking in terms of all of the following, except:   |  |  |  | | --- | --- | --- | |  | a. | building teams. | |  | b. | generating the most profit. | |  | c. | becoming a motivator. | |  | d. | becoming an organizer. | |  | e. | establishing networks. |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 19 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 117. Managers shift gears quickly and therefore, the average time spent on any one activity is less than \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | nine minutes | |  | b. | an hour | |  | c. | one workday | |  | d. | a half hour | |  | e. | a half day |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 19 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-06 - 01-06 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 118. Which of the following is not one of the conceptual categories of managerial roles Mintzberg defined?   |  |  |  | | --- | --- | --- | |  | a. | Informational | |  | b. | Interpersonal | |  | c. | Decisional | |  | d. | Intrapersonal | |  | e. | All of these are managerial roles defined by Mintzberg |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 22 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 119. To meet the needs of the organization, all managers carry out the three major categories of roles. They are: \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ roles.   |  |  |  | | --- | --- | --- | |  | a. | monitor, figurehead, liaison | |  | b. | leader, monitor, spokesperson | |  | c. | disseminator, entrepreneurial, disturbance handler | |  | d. | decisional, spokesperson, leader | |  | e. | informational, interpersonal, decisional |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 22 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 120. Which of the following is an informational role, according to Mintzberg?   |  |  |  | | --- | --- | --- | |  | a. | Entrepreneur role | |  | b. | Leader role | |  | c. | Monitor role | |  | d. | Disturbance handler role | |  | e. | Figurehead role |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 121. Gail Griffith, manager of the finance division, distributes relevant information everyday to all her employees enabling them to make quality decisions. Gail is performing which of the following roles?   |  |  |  | | --- | --- | --- | |  | a. | Monitor role | |  | b. | Disseminator role | |  | c. | Spokesperson role | |  | d. | Disturbance handler role | |  | e. | Figurehead role |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 122. The president of Pepsi Company is the keynote speaker at a retirement dinner for a long time bottler. This is an example of which of the following roles?   |  |  |  | | --- | --- | --- | |  | a. | Liaison role | |  | b. | Figurehead role | |  | c. | Negotiator role | |  | d. | Leader role | |  | e. | Monitor role |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 123. According to Mintzberg, when Amanda attends a subordinate's wedding she is performing which of these roles?   |  |  |  | | --- | --- | --- | |  | a. | Monitoring | |  | b. | Figurehead | |  | c. | Spokesperson | |  | d. | Leader | |  | e. | Liaison |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 124. What is the role of the negotiator?   |  |  |  | | --- | --- | --- | |  | a. | The negotiator role involves formal negotiations and bargaining to attain outcomes for the manager's unit of responsibility. | |  | b. | The negotiator role involves seeking current information from many sources. | |  | c. | The negotiator role involves the initiation of change. | |  | d. | The negotiator role involves resolving conflicts among subordinates or between the manager's department and other departments. | |  | e. | The negotiator role pertains to the development of information sources both inside and outside the organization. |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 125. If Bradley Hak is responsible for maintaining information links both inside and outside organizations by using mail, phone calls, and conducting meetings as daily activities, he would be considered a:   |  |  |  | | --- | --- | --- | |  | a. | figurehead. | |  | b. | liaison. | |  | c. | negotiator. | |  | d. | monitor. | |  | e. | spokesperson. |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 24 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 126. Which of the following is not a decisional role?   |  |  |  | | --- | --- | --- | |  | a. | Entrepreneur | |  | b. | Negotiator | |  | c. | Resource allocator | |  | d. | Disturbance handler | |  | e. | Liaison |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 24 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 127. The \_\_\_\_\_ role involves resolving conflicts among subordinates between the managers department and other departments.   |  |  |  | | --- | --- | --- | |  | a. | resource allocator | |  | b. | entrepreneur | |  | c. | negotiator | |  | d. | liaison | |  | e. | disturbance handler |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 24 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 128. According to Mintzberg, which of these is an interpersonal role?   |  |  |  | | --- | --- | --- | |  | a. | Monitor | |  | b. | Negotiator | |  | c. | Liaison | |  | d. | Disturbance handler | |  | e. | Spokesperson |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 24 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 129. Maintaining information links are the activities consistent with the \_\_\_\_\_ role.   |  |  |  | | --- | --- | --- | |  | a. | leader | |  | b. | spokesperson | |  | c. | monitor | |  | d. | liaison | |  | e. | entrepreneur |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 24 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 130. Which of the following roles involve bargaining with others to meet the unit or departmental goals?   |  |  |  | | --- | --- | --- | |  | a. | Negotiator | |  | b. | Resource allocator | |  | c. | Figurehead | |  | d. | Monitor | |  | e. | Leader |  |  |  | | --- | --- | | *ANSWER:* | a | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 24 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 131. If a manager finds a severe decline in employee morale and direction, they may need to spend more time in the \_\_\_\_\_ role.   |  |  |  | | --- | --- | --- | |  | a. | negotiator | |  | b. | resource allocator | |  | c. | figurehead | |  | d. | monitor | |  | e. | leader |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 24 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 132. What is the role of the liaison?   |  |  |  | | --- | --- | --- | |  | a. | The liaison role pertains to decisions about how to allocate people, time, equipment, money, and other resources to attain desired outcomes. | |  | b. | The liaison role involves the initiation of change. | |  | c. | The liaison role pertains to the development of information sources both inside and outside the organization. | |  | d. | The liaison role involves handling ceremonial and symbolic activities for the department or organization. | |  | e. | The liaison role involves formal negotiations and bargaining to attain outcomes for the manager's unit of responsibility. |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 24 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 133. If a manager finds several new competitors on the horizon, they may need to spend more time in the which role?   |  |  |  | | --- | --- | --- | |  | a. | Negotiator | |  | b. | Resource allocator | |  | c. | Figurehead | |  | d. | Monitor | |  | e. | Leader |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 24-25 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 134. One of the roles that a small business manager may emphasize over their counterpart in a large organization is \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | information processing | |  | b. | spokesperson | |  | c. | liaison | |  | d. | resource allocator | |  | e. | leader |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 25-26 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-08 - 01-08 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 135. Since not-for-profit organizations do not have a conventional \_\_\_\_\_, managers may struggle with the question of what constitutes results and effectiveness.   |  |  |  | | --- | --- | --- | |  | a. | hierarchy | |  | b. | bottom line | |  | c. | information system | |  | d. | decision-making process | |  | e. | structure |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 26 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-08 - 01-08 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 136. A manager in for-profit business focuses primarily on \_\_\_\_\_, while a manager of a non-profit focuses on \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | the bottom-line; employee morale | |  | b. | the bottom-line; social impact | |  | c. | profitability; customer satisfaction | |  | d. | market share; the bottom-line | |  | e. | customer satisfaction; organization reputation |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 26 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-08 - 01-08 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 137. Which of the following is a characteristic of a traditional management approach?   |  |  |  | | --- | --- | --- | |  | a. | Managers play the role of an enabler. | |  | b. | Managers supervise team members’ tasks. | |  | c. | Managers constantly mobilize for change. | |  | d. | Managers lead and empower teams. | |  | e. | Managers encourage conversation and collaboration. |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 27 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 138. Managers, in today's work environment, rely less on \_\_\_\_\_ and more on \_\_\_\_\_ leadership.   |  |  |  | | --- | --- | --- | |  | a. | coordination and communication; control and command | |  | b. | autocratic; empowering | |  | c. | empowerment and innovation; productivity and efficiency | |  | d. | effectiveness and efficiency; quality and profit | |  | e. | ethics and social responsibility; profit and cost-savings |  |  |  | | --- | --- | | *ANSWER:* | b | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 27 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 139. The nature of management is to cope with \_\_\_\_\_ and far-reaching challenges.   |  |  | | --- | --- | | *ANSWER:* | diverse | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 4 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 140. \_\_\_\_\_ is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources.   |  |  | | --- | --- | | *ANSWER:* | Management | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 6 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 141. \_\_\_\_\_ is concerned with defining goals for future organizational performance.   |  |  | | --- | --- | | *ANSWER:* | Planning | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 7 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 142. \_\_\_\_\_ involves assigning tasks, grouping tasks into departments, delegating authority, and allocating resources across the organization.   |  |  | | --- | --- | | *ANSWER:* | Organizing | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 143. The management function that involves the use of influence to motivate employees to achieve the organization's goals is referred to as \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | leading | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 144. \_\_\_\_\_ is the management function concerned with monitoring employees' activities, keeping the organization on track toward its goals, and making corrections as needed.   |  |  | | --- | --- | | *ANSWER:* | Controlling | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 145. A social entity that is goal directed and deliberately structured is called a(n) \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | organization | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 9 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 146. The degree to which the organization achieves a stated goal is called \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | effectiveness | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 10 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 147. Organizational \_\_\_\_\_ refers to the amount of resources used to achieve an organizational goal.   |  |  | | --- | --- | | *ANSWER:* | efficiency | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 10 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-03 - 01-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 148. \_\_\_\_\_ skills refers to the cognitive ability to see the organization as a whole and the relationship among its parts.   |  |  | | --- | --- | | *ANSWER:* | Conceptual | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 11 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 149. Conceptual skills are especially important for \_\_\_\_\_ managers.   |  |  | | --- | --- | | *ANSWER:* | top | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 12 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 150. \_\_\_\_\_ skills refers to the manager's ability to work with and through other people and to work effectively as a group member.   |  |  | | --- | --- | | *ANSWER:* | Human | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 12 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 151. \_\_\_\_\_ skills refers to the understanding and proficiency in the performance of specific tasks.   |  |  | | --- | --- | | *ANSWER:* | Technical | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 152. Department heads and division managers are examples of \_\_\_\_\_ managers.   |  |  | | --- | --- | | *ANSWER:* | middle | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 15 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 153. \_\_\_\_\_ managers are directly responsible for the production of goods and services.   |  |  | | --- | --- | | *ANSWER:* | First-line | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 154. A(n) \_\_\_\_\_ is responsible for a temporary work project that involves the participation of people from various functions and levels of the organization, and perhaps from outside the company as well.   |  |  | | --- | --- | | *ANSWER:* | project manager | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 155. \_\_\_\_\_ are responsible for departments that perform a single functional task and have employees with similar training and skills.   |  |  | | --- | --- | | *ANSWER:* | Functional managers | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 156. \_\_\_\_\_ are responsible for several departments that perform different functions.   |  |  | | --- | --- | | *ANSWER:* | General managers | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 16 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 157. The individual performer is a(n) \_\_\_\_\_; whereas, the manager has to be a(n) \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | specialist; generalist | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 18 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-05 - 01-05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 158. In the \_\_\_\_\_ role, managers seek and receive information, scan periodicals and reports, and maintain personal contacts.   |  |  | | --- | --- | | *ANSWER:* | monitor | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 20 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 159. In the \_\_\_\_\_ role, managers initiate improvement projects, identify new ideas, and delegate idea responsibility to others.   |  |  | | --- | --- | | *ANSWER:* | entrepreneur | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 160. A(n) \_\_\_\_\_ would be responsible for performing ceremonial and symbolic duties such as greeting visitors and signing legal documents.   |  |  | | --- | --- | | *ANSWER:* | figurehead | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 161. The \_\_\_\_\_ role involves deciding who gets what resources.   |  |  | | --- | --- | | *ANSWER:* | resource allocator | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 162. If a manager finds several new competitors on the horizon, he or she may need to spend more time in the \_\_\_\_\_ role.   |  |  | | --- | --- | | *ANSWER:* | monitor | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 24-25 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 163. One of the roles that a small business owner may emphasize over their counterpart in a large organization is that of a \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | spokesperson | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 25-26 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| Subjective Short Answer |

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| **Scenario - Barry Miller**  The promotion to first line manager took place just six weeks ago for Barry Miller. He was well qualified for the promotion, but the new job still required a lot of training. One of the challenges has been to coordinate the production of his team with the needs of the sales department and with the availability of raw materials from his suppliers. Setting priorities and developing schedules to accomplish the work is a part of Barry's job that he has really enjoyed. The challenges to maintain high rapport and to build a strong team with his employees have already brought him a lot of satisfaction. In reflecting about the last six weeks, Barry concludes that he is very happy about his new job. |

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| 164. In his job, Barry needs to:   |  |  | | --- | --- | | a. | plan. | | b. | organize. | | c. | lead. | | d. | control. | | e. | all of these. |  |  |  | | --- | --- | | *ANSWER:* | e | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 6 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 165. The managerial skill that is least important at Barry's middle-level management position is:   |  |  | | --- | --- | | a. | conceptual. | | b. | human. | | c. | technical. | | d. | all of these skills are vital. | | e. | none of these skills are important. |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 166. By maintaining information links, Barry Miller was exhibiting the interpersonal role of:   |  |  | | --- | --- | | a. | figurehead. | | b. | leader. | | c. | liaison. | | d. | monitor. | | e. | spokesperson. |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 167. With setting priorities and setting schedules, Barry was participating in the decisional role of:   |  |  | | --- | --- | | a. | entrepreneur. | | b. | disturbance handler. | | c. | disseminator. | | d. | resource allocator. | | e. | monitor. |  |  |  | | --- | --- | | *ANSWER:* | d | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 24 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | A | |

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| 168. Identify the four functions of management.   |  |  | | --- | --- | | *ANSWER:* | Planning, organizing, Leading, and controlling. | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 7 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 169. List the three management skills necessary to perform effectively in organizations.   |  |  | | --- | --- | | *ANSWER:* | Conceptual, human, and technical skills. | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 11 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 170. List five of Mintzberg's ten managerial roles.   |  |  | | --- | --- | | *ANSWER:* | Any five of the following -- monitor, spokesperson, disseminator, figurehead, leader, liaison, entrepreneur, disturbance handler, resource allocator, and negotiator. | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 22-23 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 171. Define management and describe two important ideas expressed in the definition.   |  |  | | --- | --- | | *ANSWER:* | Management is defined as the attainment of organizational goals in an effective and efficient manner through the planning, organizing, leading, and control of organizational resources. The two important ideas expressed include the four functions of management and the attainment of organizational goals in an effective and efficient manner. | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 6-7 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 172. Describe the four management functions.   |  |  | | --- | --- | | *ANSWER:* | Planning means defining goals for future organizational performance and deciding on the task and use of resources needed to attain them. Organizing involves assigning tasks, group tasks into departments, delegating authority, and allocating resources across the organization. Leading is the use of influence to motivate employees to attain organizational goals. Controlling means monitoring employees' activities, determining whether the organization is on track toward goals, and making corrections as necessary. | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 7-8 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-02 - 01-02 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 173. Describe the skills necessary for performing a manager's job. Provide examples of each.   |  |  | | --- | --- | | *ANSWER:* | The skills are conceptual, human, and technical. Please refer to exhibit 1-3 in the text. | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 11-13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 174. Why are conceptual skills most important for top managers?   |  |  | | --- | --- | | *ANSWER:* | Top managers are often the keys to holding the whole company together. In order to accomplish this, top managers must be able to see the "big picture," i.e., perceive the critical situational issues as well as the relationships between all organizational parts. | | *POINTS:* | 1 | | *DIFFICULTY:* | 1 | | *REFERENCES:* | 12 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 175. Briefly discuss the relationship between management skills and management level.   |  |  | | --- | --- | | *ANSWER:* | The answer should contain both of the following points: (a) conceptual and human skills become more important as a manager moves up through the organization; and (b) technical skills become less important as a manager moves up through the organization. | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 12-13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 176. What are technical skills? At what level are they most important and why?   |  |  | | --- | --- | | *ANSWER:* | Technical skill is the understanding of and the proficiency in the performance of specific tasks. Technical skills also include specialized knowledge, analytical ability, and the competent use of tools and techniques to solve problems in that specific discipline. Many managers get promoted to the first management job by having excellent technical skills. | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 13 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-04 - 01-04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 177. Describe the three categories of managerial roles and explain how do they differ.   |  |  | | --- | --- | | *ANSWER:* | The three categories of managerial roles are informational, interpersonal, and decisional. Informational roles describe the activities used to maintain and develop an information network. Interpersonal roles pertain to relationships with others and are related to human skills. Decisional skills relate to those events about which the manager must make a choice and take action. Actual roles that are under each category may be included. | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 23-24 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.02-03 - 02-03 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 178. How do small business managers emphasize different management roles in comparison to larger business managers?   |  |  | | --- | --- | | *ANSWER:* | Manager of small businesses often see their most important role as that of spokesperson. The entrepreneur role is also more important. Small-business managers tend to rate the leader and information processing roles lower than managers in larger organizations. | | *POINTS:* | 1 | | *DIFFICULTY:* | 3 | | *REFERENCES:* | 25-26 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-08 - 01-08 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 179. Identify and explain the change that has affected organizations and management the most.   |  |  | | --- | --- | | *ANSWER:* | Technology has affected organizations and management because of the explosion of its usages. The use of computers and the Internet, as well as wireless technology and digital networking has grown to astonishing numbers, and organizations and management must keep up with the growth in order to keep a profitable business. | | *POINTS:* | 1 | | *DIFFICULTY:* | 2 | | *REFERENCES:* | 27 | | *LEARNING OBJECTIVES:* | MGMT.DAFT.12.01-01 - 01-01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - LA - DISC: Environmental Influence | | *KEYWORDS:* | Bloom's: Knowledge | | *OTHER:* | F | |

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| 180. ​  The process of management in the workplace is changing. In the past, a manager's task was to achieve organizational goals by maintaining tight control over their employees while standardizing procedures to maintain stability. Today's managers are asked to empower employees while encouraging collaboration and innovation. Contrast today's workforce with the workforce of the past. What developments in present society necessitate a shift in management style? Can you foresee other management style changes on the horizon?   |  |  | | --- | --- | | *ANSWER:* | ​  (Answer will contain some or all of the following elements.): People in today's society want to feel like they are making a valuable contribution in the workplace; they are much less likely to relinquish "control" to their manager. They often demand more flexibility and creativity in their work situation because their lives are fast paced, unpredictable, and increasingly mobile. Today's managers have to accomplish more with fewer resources. They recognize the value of being an enabler rather than a controller, using an empowering leadership style, and enlisting the cooperation of willing workers who are part of a team. Improved communication techniques, use of social media, and the increase in off-site workers will surely force even more changes related to management style in the future. | | *POINTS:* | 1 | | *DIFFICULTY:* | Challenging | | *LEARNING OBJECTIVES:* | MGMT\_DAFT\_01\_01 - 01\_01 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - OH - DISC: Environmental Influence | | *KEYWORDS:* | BLOOM’S: Evaluation | |

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| 181. ​  Effective managers must possess technical skills, human skills, and conceptual skills in varying degrees. After defining each term, justify your assessment of which of the three skills you deem to be most important to a successful manager.   |  |  | | --- | --- | | *ANSWER:* | ​  (Answer will contain some or all of the following elements.): Technical – understands and is proficient in the performance of tasks (knowledge and use of tools and techniques, as well as troubleshooting and problem solving). Human – can work with and work through other people, both individually and as a group (motivate, communicate, coordinate, lead, resolve conflict). Conceptual – can think strategically and see one's team as part of a bigger system (a company, an industry, a community, a society). Failed management is overwhelmingly attributed to lack of human skills, e.g., poor communication with employees and/or customers and lack of relationship building with the team. | | *POINTS:* | 1 | | *DIFFICULTY:* | Challenging | | *LEARNING OBJECTIVES:* | MGMT\_DAFT\_01\_04 - 01\_04 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - OH - DISC: Leadership Principles | | *KEYWORDS:* | BLOOM’S: Evaluate | |

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| 182. ​  There are many types of managers who contribute to planning, organizing, leading, and controlling their organizations in different ways. They work at different levels in the management hierarchy. Describe all of the types of managers in some type of hierarchical order of your own design, noting some vertical as well as horizontal distinctions.   |  |  | | --- | --- | | *ANSWER:* | ​  (Answer will contain some or all of the following elements.): A hierarchy of various managers along with a general description will include the top manager (at the apex of an organization, with titles like, CEO and president); middle manager (responsible for major divisions or business units and major departments, with titles like division head and department head); project manager (often a middle manager who heads temporary, collaborative work projects); first-line manager (directly responsible for production of goods and services, with titles like supervisor and office manager); functional manager (responsible for departments that perform a single task, e.g., manufacturing and human resources. Line manager and staff manager are examples of horizontal, functional managers); general manager (responsible for several departments that perform different functions in an organization, such as the general manager of a retail store). | | *POINTS:* | 1 | | *DIFFICULTY:* | Challenging | | *LEARNING OBJECTIVES:* | MGMT\_DAFT\_01.05 - 01.05 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - OH - DISC: Leadership Principles | | *KEYWORDS:* | BLOOM’S: Synthesis | |

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| 183. ​  Small businesses and nonprofit organizations require good management to achieve their goals. But the efforts and activities of each are directed toward a different "bottom line." Write an essay in which you a) describe a managerial position at a nonprofit where you would like to work, and b) discuss how the requirements differ from a managerial position in a large, for-profit organization. Incorporate the concepts you have learned about the manager's role in small businesses and nonprofit organizations.   |  |  | | --- | --- | | *ANSWER:* | ​  (Answer will contain some or all of the following elements.): Managers in both arenas must adjust various management functions and roles to fit their unique work environment. Managers in small businesses often act as the face of the company, spokesperson, and entrepreneur who must be innovative and help their company thrive and be competitive. Their efforts and activities are directed toward improving products and services, increasing sales, and earning money for the company. Managers in nonprofit organizations also act as the public face of their nonprofit, the spokesperson who solicits government and donor funding, the leader who builds a community of employees and volunteers who are mission-driven, and the resource allocator. Their efforts and activities are directed toward making an impact on society. | | *POINTS:* | 1 | | *DIFFICULTY:* | Challenging | | *LEARNING OBJECTIVES:* | MGMT\_DAFT\_01\_07 - 01\_07 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *STATE STANDARDS:* | United States - OH - DISC: Leadership Principles | | *KEYWORDS:* | BLOOM’S: Synthesis | |

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| 184. Companies often pull new managerial candidates from a pool of outstanding individual performers. Write an essay contrasting the role of the individual performer with that of the manager. Be sure to include a description of how both roles might use the ABC's of prioritizing tasks or activities, a classic time-management technique.  ​   |  |  | | --- | --- | | *ANSWER:* | ​  An individual performer is a specialist who thinks in terms of performing specific activities expertly, as well as spending time and energy to perfect his current skill and master new ones. He generally accomplishes tasks through his own efforts, not relying on others. A manager must learn to think differently about himself and his personal identity. He must become a generalist who coordinates a range of activities and helps others develop their potential. Rather than accomplishing the task himself, a manager delegates to others, working with and through them. New managers and employees alike often struggle with managing a large workload and can benefit from implementing classic time-management techniques. The ABC's of prioritizing tasks or activities include the following: A-highly important, must be done, serious consequences; B-should be done, minor consequences; C-nice to get done, but optional with no consequences; D-delegate this task to someone else. | | *POINTS:* | 1 | | *DIFFICULTY:* | Challenging | | *LEARNING OBJECTIVES:* | MGMT\_DAFT\_01\_08 - 01\_08 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Reflective Thinking | | *STATE STANDARDS:* | United States - OH - DISC: Individual Dynamics | | *KEYWORDS:* | BLOOM’S: Evaluate, Synthesize | |