***Contemporary Management, 11e* (Jones)**

**Chapter 1 Managers and Managing**

1) At a recent staff meeting, Jeremy was praised by his CEO for choosing the right goals to pursue. The quality that Jeremy displays here is efficiency.

2) Patel Brothers Company uses a formal system of task and reporting relationships that coordinates and motivates its employees so that they work together to achieve organizational goals. This is an example of an organizational structure.

3) As a middle manager, Jobeth selects the goals for her team. The task that Jobeth is demonstrating is called leading.

4) Categorizing people by salary levels lays out the lines of authority and responsibility between different individuals and groups.

5) Categorizing people by salary levels lays out the lines of authority and responsibility between different individuals and groups.

6) The importance of planning, organizing, leading, and controlling remains the same irrespective of a manager's position in the managerial hierarchy.

7) If you were an accountant and spent your days working on spreadsheets on the computer, you would be using your technical skills.

8) When Company XYZ needed to reduce costs to meet its annual profitability goal, it reduced levels in its hierarchy and laid off ten percent of its workers. This is an example of restructuring.

9) A self-managed team is a group of employees who work independently but report to their respective managers about the progress of the team's work.

10) The building blocks of competitive advantage are efficiency, quality, innovation, and responsiveness to customers.

11) A(n) \_\_\_\_\_\_\_\_ is a collection of people who work together and coordinate their actions to achieve a wide variety of goals.

A) control group

B) talent pool

C) organization

D) focus group

E) quality circle

12) Parul's job is to use planning, organizing, leading, and controlling resources to achieve the goals of her company. Parul is performing the four essential \_\_\_\_\_\_\_\_ tasks.

A) marketing

B) management

C) finance and accounting

D) operations

E) entrepreneurial

13) Sirita's manager is evaluating how well she uses available resources to satisfy customers and whether she is accomplishing organizational goals. This relates to Sirita's

A) organizational input.

B) diversification.

C) organizational performance.

D) product development.

E) differentiation.

14) Organizational performance is most likely to

A) increase with an increase in efficiency and effectiveness.

B) increase with a decrease in efficiency and effectiveness.

C) remain unchanged with a decrease in efficiency and effectiveness.

D) decrease with an increase in efficiency and effectiveness.

E) remain unchanged with an increase in efficiency and effectiveness.

15) \_\_\_\_\_\_\_\_ is the measure of how productively an organization uses its resources to achieve a goal.

A) Effectiveness

B) Product differentiation

C) Efficiency

D) Empowerment

E) Outsourcing

16) \_\_\_\_\_\_\_\_ measures the appropriateness of the goals selected by management for the organization and the degree to which the organization accomplishes these goals.

A) Efficiency

B) Task management

C) Effectiveness

D) Diversification

E) Differentiation

17) Pacific Tourism is an agency that offers special holiday packages in the Pacific region. Every year, as an incentive, the most efficient and effective manager in the network gets an all-expenses-paid trip to one of Oceania's islands. Which manager is most likely to meet these requirements?

A) Norris, who chooses the right goals to pursue and spends more than he needs on resources

B) Kato, who chooses the right goals to pursue and makes clever use of resources to achieve them

C) Don, who chooses the right goals to pursue and displays an overly rigid approach to planning

D) Bai, who chooses unrealistic goals and tries hard to succeed

E) Leonard, who chooses appropriate goals, but is slow in decision making

18) Jack's Sprouts markets canned vegetables. In recent years, Jack's Sprouts' business has declined considerably owing to a weak focus on quality. Holding the managers responsible for the declining sales figures, the CEO of Jack's Sprouts decided to lay off those who lacked effectiveness and were inefficient. Which employee is most likely to be laid off by Jack's Sprouts' CEO?

A) Eloise, who is ambitious and favors directional planning

B) Kermit, who spends lavishly on resources and is averse to taking responsibilities

C) Juanita, who chooses appropriate goals to pursue, but does not always succeed due to resource constraints

D) Margot, who sets high targets for herself and her team, and makes the best use of available resources to meet them

E) Andrew, who plans carefully and only chooses realistic goals to pursue

19) China is a highly efficient manager. This implies that she

A) minimizes the amount of input resources without compromising quality.

B) is slow to respond to change and perceives organizational change as harmful.

C) does not favor flexibility in planning.

D) chooses appropriateness goals.

E) works for longer hours than do most of her colleagues.

20) Ramses is a highly effective manager. This implies that he

A) is likely to spend lavishly on resources.

B) is highly compliant.

C) disfavors employee empowerment.

D) chooses appropriate goals and then achieves them.

E) is overly ambitious.

21) A company that has a high level of efficiency and effectiveness is most likely to produce a

A) product that customers want, but that is too expensive for them to buy.

B) quality product customers want and at a price they can afford.

C) product that is expensive and nondurable.

D) high-quality product that customers do not want.

E) low-quality product that customers do not want.

22) A company with a high level of efficiency and a low level of effectiveness is most likely to produce a

A) low-quality product that the company makes a profit on.

B) high-quality product that the company makes a profit on.

C) low-quality product that customers do not want.

D) high-quality product that customers do not want.

E) high-quality product that customers can afford.

23) Image Labs designs and develops imaging equipment. It has a low level of efficiency and high level of effectiveness, so it is most likely to produce a

A) product that customers want, but that is too expensive for them to buy.

B) quality product that customers want at a price they can afford.

C) low-quality product that customers do not want.

D) high-quality product that customers do not want.

E) high-quality product that the company makes a profit on.

24) Dorcal, Inc. manufactures plastic components. The company has a low level of efficiency and low level of effectiveness, which means it is most likely to produce a

A) product that customers want, but that is too expensive for them to buy.

B) quality product that customers want at a price they can afford.

C) low-quality product that customers do not want.

D) high-quality product that customers do not want.

E) high-quality product that the company makes a profit on.

25) Art Place makes and sells paintings, sculptures, and small craft items. Its products meet consumer needs, but they are often too expensive to buy. What is most likely to be true about the company?

A) Its product manager achieves company goals and uses resources wisely.

B) Its product manager achieves company goals but uses resources inadequately.

C) Its product manager chooses the wrong goals to pursue and uses the resources inadequately.

D) Its product manager chooses the right goals to pursue and uses the resources wisely.

E) Its product manager chooses the wrong goals to pursue but uses resources wisely.

26) Managers select appropriate goals for the organization while performing the \_\_\_\_\_\_\_\_ managerial task.

A) organizing

B) leading

C) planning

D) controlling

E) restructuring

27) Planning in an organization involves

A) establishing task relationships that allow people to work together.

B) developing strategies for how to achieve high performance.

C) motivating individuals to achieve organizational goals.

D) establishing accurate measuring and monitoring systems.

E) measuring how well the organization has achieved its goals.

28) When performing the managerial task of planning, managers

A) encourage all employees to perform at a high level to help the organization achieve its vision and goals.

B) use power, personality, and communication skills to coordinate the activities of people and groups.

C) establish alliances between different organizations to share resources and produce new goods and services.

D) decide which goals the organization will pursue and what strategies will achieve those goals.

E) organize people into departments according to the kinds of job-specific tasks they perform.

29) Margene is the product manager at Fashions Ltd., a company that designs and manufactures clothes and fashion accessories. Noticing the rising popularity of rhinestone jewelry and the fact that only a handful of stores actually stocked it, she decides to take advantage of the latent demand in the market. Margene knows that she is taking a risk by committing organizational resources to pursuing this idea, but she is confident about the merit of her decision. In deciding the allocation of resources for attaining her goals, which managerial task is Margene performing?

A) leading

B) organizing

C) planning

D) restructuring

E) controlling

30) The three steps in planning are deciding which goals to pursue, deciding what strategies to adopt to attain those goals, and

A) deciding how to best allocate resources to attain those goals.

B) creating a system of task and reporting relationships to achieve those goals.

C) determining how to motivate people to work together to achieve those goals.

D) creating a clear vision so organizational members understand their roles in achieving those goals.

E) evaluating how well the organization is achieving those goals.

31) In which managerial task are work relationships structured to facilitate the interaction and cooperative efforts of organizational members, all of whom strive to achieve organizational goals?

A) planning

B) leading

C) reviewing

D) controlling

E) organizing

32) Maria, the HR manager of a landscape design company, has been asked to increase the level of efficiency at the workplace. She decides to restructure work relationships within the company and categorize people into departments according to the kinds of job-specific tasks they perform. Which managerial task is Maria performing?

A) planning

B) leading

C) organizing

D) controlling

E) consolidating

33) \_\_\_\_\_\_\_\_ involves encouraging all employees to perform at a high level to help the organization achieve its vision and goals.

A) Planning

B) Leading

C) Reviewing

D) Controlling

E) Organizing

34) Which managerial task does a manager perform when he/she articulates a clear organizational vision for the organization's members to accomplish?

A) organizing

B) leading

C) staffing

D) controlling

E) planning

35) Which manager is performing the managerial role of leading?

A) Fred, who creates a system that coordinates and organizes the organization's members to work together to achieve goals

B) Babette, who energizes employees and enables them to understand the part each of them plays in achieving organizational goals

C) Horace, who decides which strategies the organization should pursue

D) Hiroto, who takes corrective action needed to improve the performance of the organization

E) Darlene, who decides how best to organize the human resources of the organization

36) Mei is a manager who uses her energetic personality and considerable persuasive skills to coordinate people and groups so their activities and efforts are in harmony. Mei exhibits the managerial skill of

A) leading.

B) planning.

C) strategizing.

D) reviewing.

E) controlling.

37) Managers are \_\_\_\_\_\_\_\_ when they evaluate how well the organization is accomplishing its goals.

A) leading

B) planning

C) organizing

D) disseminating

E) controlling

38) Controlling is the managerial task that involves

A) deciding what organizational goals to pursue.

B) obtaining customers by producing goods and services more cheaply than any competitor.

C) taking any corrective actions needed to maintain or improve performance.

D) using personality to establish equilibrium in the workplace.

E) motivating people to perform at a high level.

39) The outcome of the control process is the ability to

A) measure performance accurately and regulate organizational efficiency and effectiveness.

B) formulate effective business strategies and plan the allocation of resources.

C) attract customers by producing goods and services more cheaply than any competitor.

D) motivate employees to perform at a high level.

E) decide what organizational goals to pursue.

40) David, a manager at City Fish Shack, monitors the performance of workers in his department to see if the quality of their work is meeting the performance standards of the company. In doing so, which managerial task is David performing?

A) planning

B) staffing

C) organizing

D) structuring

E) controlling

41) Alison, vice president of Taco House, reviews the performance of her company over the last quarter to determine whether it is meeting the planned sales and profitability goals. In this instance, which managerial task is she performing?

A) planning

B) organizing

C) delegating

D) controlling

E) structuring

42) According to Mintzberg's typology, a manager who decides to expand internationally to obtain new customers is a(n)

A) entrepreneur.

B) negotiator.

C) figurehead.

D) liaison.

E) disseminator.

43) According to Mintzberg's typology, a manager who establishes agreements with other organizations about pooling company resources while working on joint projects is a(n)

A) figurehead.

B) entrepreneur.

C) monitor.

D) negotiator.

E) disseminator.

44) According to Mintzberg's typology, a manager who evaluates the performance of other managers in different tasks and takes corrective action to improve their performance is a

A) disseminator.

B) figurehead.

C) monitor.

D) spokesperson.

E) negotiator.

45) José is the manager of Sandy's Candy, a popular confectioner in Illinois. He is in charge of outlining future organizational goals to employees at company meetings and emphasizing the ethical guidelines that employees are expected to follow at work. According to Mintzberg, he is performing the role of a

A) figurehead.

B) negotiator.

C) monitor.

D) liaison.

E) resource allocator.

46) Following an oil spill in the Gulf of Mexico, the CEO of a petroleum company took the responsibility for correcting the environmental damages caused by his company. According to Mintzberg's typology, in doing so, he is performing the role of a

A) liaison.

B) disturbance handler.

C) monitor.

D) disseminator.

E) figurehead.

47) Madelyn informs employees about changes taking place in the external and internal environments that affect the sales of the company's products. She explains how the changes will also affect them and the organization. According to Mintzberg, she is playing the role of a(n)

A) entrepreneur.

B) disseminator.

C) disturbance handler.

D) monitor.

E) liaison.

48) The public relations manager of an oil company explained what the company intended to do to tackle the threat to marine life caused by an oil spill when one of its tankers crashed. According to Mintzberg, the public relations manager is playing the role of a

A) liaison.

B) figurehead.

C) leader.

D) disseminator.

E) spokesperson.

49) A large airline appointed an engineer to be the link between the company's research and development department and the government contractor who is sponsoring the designing and prototyping of a new fighter airplane. According to Mintzberg, the engineer appointed by the airline is in the role of a

A) monitor.

B) leader.

C) figurehead.

D) resource allocator.

E) liaison.

50) Mintzberg's roles of monitor, disseminator, and spokesperson are all related to which managerial responsibility?

A) decisional

B) interpersonal

C) intrapersonal

D) controlling

E) informational

51) Huan, a manager, is working with her company's labor union to reach an agreement about pay increases and benefits for her employees. She is performing the role of negotiator, which is a(n) \_\_\_\_\_\_\_\_ responsibility, according to Mintzberg.

A) decisional

B) interpersonal

C) intrapersonal

D) controlling

E) informational

52) Supervisors are also referred to as \_\_\_\_\_\_\_\_ managers.

A) first-line

B) middle

C) top

D) interim

E) executive

53) What is a characteristic of first-line managers?

A) They are responsible for finding the best way to organize human resources and other organizational assets.

B) They evaluate whether the organization's goals are appropriate.

C) They are responsible for daily supervision of the nonmanagerial employees.

D) They instruct top managers on the suitability of organizational goals.

E) They develop and fine-tune the skills and know-how of middle managers.

54) First-line managers usually are

A) responsible for finding the best way to organize human and other resources to achieve organizational goals.

B) in all departments or functions of an organization.

C) expected to make specific decisions about the production of goods and services.

D) trained to evaluate whether the organization's goals are appropriate.

E) able to instruct top managers on the suitability of organizational goals.

55) Middle managers are responsible for

A) the daily supervision of the nonmanagerial employees.

B) fine-tuning and developing the skills of top managers.

C) establishing the organization's goals and visions.

D) finding the best way to use resources to achieve organizational goals.

E) creating the top-management team.

56) Middle managers are

A) often called supervisors.

B) responsible for daily supervision of the nonmanagerial employees.

C) expected to make specific decisions about the production of goods and services.

D) responsible for the performance of all departments.

E) trained to establish long-term organizational goals.

57) You have been put in charge of a manufacturing plant's new product line and need to choose first-line managers to supervise the line's workers. What level of manager are you?

A) plant

B) middle

C) department

D) product

E) top

58) Top managers are

A) often called supervisors.

B) responsible for daily supervision of the nonmanagerial employees.

C) expected to spend more time leading and controlling than planning and organizing.

D) not expected to establish organizational goals.

E) tasked with cross-departmental responsibility.

59) Top managers are primarily concerned with

A) supervising nonmanagerial employees.

B) training, motivating, and rewarding salespeople.

C) developing and fine-tuning employee skills.

D) supervising first-line managers.

E) deciding which goods a company should produce.

60) To increase effectiveness, middle managers

A) suggest ways to use resources to improve customer service.

B) evaluate whether the organization's goals are appropriate.

C) suggest ways to use resources to improve production.

D) suggest ways use resources to cut costs.

E) evaluate the performance of all departments.

61) Geraldo is a mechanical engineer who can examine and detect a problem, determine cause and effect, and provide a solution. This demonstrates \_\_\_\_\_\_\_\_ skill.

A) human

B) negotiation

C) technical

D) conceptual

E) structural

62) \_\_\_\_\_\_\_\_ skills are job-specific skills required to perform a particular type of work or occupation at a high level.

A) Human

B) Technical

C) Conceptual

D) Structural

E) Departmental

63) The general ability to understand, alter, lead, and control the behavior of other workers is a **\_\_\_\_\_\_\_\_** skill.

A) conceptual

B) human

C) technical

D) structural

E) diagnostic

64) Brayden is being promoted to the position of manager of the engineering division in his company because of his knowledge and his ability to perform all the functions required in his field. In this instance, Brayden is being promoted because of his \_\_\_\_\_\_\_\_ skills.

A) conceptual

B) planning

C) human

D) technical

E) leading

65) Which scenario shows a manager using human skills to put organizational resources to their best use?

A) Marissa uses her marketing knowledge to develop the company's marketing plans.

B) Hal's company sent him to a seminar to learn about total quality management in order for him to better help improve the products his company produces.

C) Alison, a new product manager, is often tasked with forming interdepartmental teams due to her reputation for turning a group of employees from different departments into a cohesive team.

D) Cho, a manager in Research and Development, works long hours to help develop new products that customers will find useful.

E) Harlan is a manager at a restaurant, and the company's owner asked him to help design a new restaurant in the chain because Harlan has great design ideas.

66) A core competency is

A) the specific set of departmental skills, knowledge, and experience that allows one organization to outperform another.

B) the planning, organizing, leading, and controlling of human and other resources to achieve organizational goals efficiently and effectively.

C) a measure of how efficiently and effectively a manager uses resources to satisfy customers and achieve organizational goals.

D) a measure of the appropriateness of the goals an organization is pursuing and the degree to which the organization achieves those goals.

E) the ability to analyze and diagnose a situation and to distinguish between cause and effect.

67) Because of financial problems in the organization, the top management of an investment bank decides to lower costs and downsize the business by

A) insourcing.

B) restructuring.

C) task assessment.

D) empowerment.

E) delegation.

68) Due to declining global sales, Cookies By Design announced that it would lay off 12 percent of its existing workforce over the next few months. This is an example of

A) task assessment.

B) insourcing.

C) restructuring.

D) outsourcing.

E) empowerment.

69) What is a consequence of restructuring?

A) increase in the size of departments

B) loss of jobs

C) increase in hierarchical levels

D) increase in customer satisfaction

E) improvement in morale of employees

70) \_\_\_\_\_\_\_\_ involves contracting with another company, usually in a low-cost country abroad, to have it perform a work activity the organization previously performed itself.

A) Empowering

B) Outsourcing

C) Stratifying

D) Controlling

E) Innovating

71) Natalie, who supervises 15 people in her department, recently met with her superiors to discuss her performance as a supervisor in controlling the behavior of her direct reports. Getting this feedback will help her develop her \_\_\_\_\_\_\_\_ skills.

A) job-specific

B) conceptual

C) human

D) technical

E) departmental

72) A car parts company decides to discontinue the production of its lowest-selling products and instead focuses on its areas of expertise. The company innovated a new automobile product with unique value. This is an example of using its

A) competitive advantage.

B) core competency.

C) market power.

D) management skills.

E) management strategies.

73) \_\_\_\_\_\_\_\_ is a management technique that involves giving employees more authority and responsibility over how they perform their work activities.

A) Restructuring

B) Outsourcing

C) Empowerment

D) Departmentalization

E) Insourcing

74) A \_\_\_\_\_\_\_\_ is a group of employees who assume collective responsibility for organizing, controlling, and supervising their own work activities.

A) primary group

B) self-managed team

C) focus group

D) restructured team

E) functional team

75) A consequence of empowerment is a(n)

A) decrease in number of managers.

B) decrease in effectiveness.

C) increase in performance.

D) decrease in performance.

E) increase in turnover.

76) Self-managed teams assume many tasks and responsibilities previously performed by \_\_\_\_\_\_\_\_ managers, so a company can better utilize its workforce.

A) middle

B) top

C) first-line

D) department

E) outsourced

77) Barbara's Bangles outsells other jewelry designers in her town because it produces jewelry more efficiently and effectively than its competitors. This demonstrates the company's

A) empowerment.

B) competitive advantage.

C) product diversification.

D) stratification.

E) innovation.

78) The four building blocks of competitive advantage are superior efficiency; speed, flexibility, and innovation; responsiveness to customers; and

A) cost control.

B) quality.

C) future growth potential.

D) geographic location.

E) employee satisfaction.

79) Organizations increase their \_\_\_\_\_\_\_\_ when they reduce the quantity of resources (such as people and raw materials) they use to produce goods or services.

A) cost control

B) efficiency

C) future growth potential

D) effectiveness

E) quality

80) One way to improve productivity is by \_\_\_\_\_\_\_\_, which gives employees the range of skills they need to perform different tasks.

A) innovation

B) empowerment

C) cross-training

D) total quality management (TQM)

E) flexibility

81) What technique involves organizing employees into quality control teams so they can find better ways to perform their jobs?

A) functional organization

B) total quality management

C) flexible manufacturing

D) self-managed teams

E) quality stations

82) Most often, innovation in organizations takes place in

A) large departments.

B) small groups or teams.

C) established firms.

D) upper management.

E) quality control stations

83) \_\_\_\_\_\_\_\_ is the creation of a new vision for a struggling company using a new approach to planning and organizing to make better use of a company's resources and allow it to survive and eventually prosper.

A) Total quality management

B) Innovation

C) Crisis management

D) Turnaround management

E) Restructuring

84) \_\_\_\_\_\_\_\_ is the process of creating new or improved products that customers want.

A) Competitive advantage

B) Total quality management

C) Turnaround management

D) Innovation

E) Core competency

85) A company asked its managers to focus their efforts on improving the quality of one of its products. The new product is more advanced than those of its competitors, and customers are willing to pay more for the higher quality. By \_\_\_\_\_\_\_\_, this company outperformed its competitors by producing a product more efficiently and effectively than they did.

A) creating core competency

B) building a competitive advantage

C) restructuring

D) utilizing management stratification

E) employing empowerment

86) A struggling manufacturing company recently developed a new vision and radical new strategies to reduce the number of products sold in order to reduce costs. This strategy worked and the company remained in business. The company utilized \_\_\_\_\_\_\_\_ by developing the new vision and strategies.

A) turnaround management

B) crisis management

C) total quality management

D) stratification

E) restructuring

87) Jonas's company is discussing how it can be more socially responsible. What does social responsibility entail?

A) the obligations a company has toward the people and groups affected by its activities

B) the ways a company can support its employees over and above other stakeholders

C) avoiding illegal activities that will hurt the company's reputation

D) including the community and other stakeholders in every decision that is made

E) choosing when to put the company first and when to allow others to also benefit

88) Your company faced a challenge when a natural disaster closed two warehouses and stopped all shipments. What is considered a natural disaster?

A) a union walk-out

B) an industrial oil spill

C) a terrorist attack

D) an earthquake

E) a release of harmful chemicals in the warehouses

89) Briefly discuss the four principal managerial tasks and give examples for how one would implement these tasks in a hypothetical company.

90) Describe the three planning steps in the text and explain how this process can affect a manager's ability to succeed.

91) Briefly describe Mintzberg's typology, including the three types of responsibilities he uses to categorize roles.

92) You are a new manager in a growing company. You start out as a first-line manager but soon are promoted to a middle management position, and eventually to a top management position. Explain the difference between these levels of management by detailing what tasks you would be expected to perform.

93) Briefly describe the three different kinds of managerial skills and explain why each of the skills is critical for managers. Using a current or past boss as an example, how does (did) he or she use these skills?

94) What is core competency? Explain how core competency is related to competitive advantage and give an example of how a core competency gives an organization a competitive advantage in today's highly competitive business environment.

95) Define restructuring and identify both the positive and negative outcomes that can result when an organization restructures.

96) Explain why some companies use restructuring and outsourcing to maintain a competitive advantage in today's highly competitive marketplace.

97) What is empowerment? In your experience, how does empowering employees benefit an organization?

98) How has the rise in global organizations put pressure on organizations? Name at least three of the five major challenges for managers that are discussed in the text.

99) You have just been hired to manage an IHOP restaurant. How would you use the four building blocks of competitive advantage to increase your restaurant's market share?

100) Defend this statement: Managing a diverse workforce is a major challenge.

101) Describe the two categories of global crisis management, giving recent examples. Using one recent example for each, discuss ways a company might manage the crisis to avoid disaster.