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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. While good management is essential for starting and growing a business, once some measure of success has been achieved, good management becomes less important.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| 2. Managers should be concerned with efficiency and effectiveness in work processes.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 3. Companies that plan have larger profits and faster growth than companies that do not plan.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 4. The classical functions of management are: making things happen, meeting the competition, organising people, projects and processes, and leading.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | False |

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| 5. Top managers are responsible for facilitating team activities toward goal accomplishment.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| 6. Typical titles used for top managers are chief executive officer, chief financial officer, chief information officer and chief operational officer.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 7. Top managers are responsible for creating a context for change in the organisation.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 8. First-line managers are responsible for setting objectives consistent with organisational goals, and planning and implementing subunit strategies for achieving these objectives.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | False |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 9. Middle managers are typically responsible for coordinating and linking groups, departments and divisions within a company.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 10. First-line managers are the only managers who do not supervise other managers.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 11. First-line managers engage in plans and actions that typically produce results within two weeks.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

|  |  |
| --- | --- |
| *ANSWER:* | True |

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| 12. The job of team leader would not be considered a management position.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | False |

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| 13. Team leaders assist individuals within the team structure to plan, schedule work and learn how to solve problems within the work environment.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 14. Team leaders are responsible for managing both internal team relationships and external relationships with other teams, departments and divisions in a company.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 15. Team leaders facilitate members’ activities by bringing intellectual, emotional and spiritual resources to the team.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 16. The three interpersonal sub-roles are monitor, disseminator and spokesperson.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 17. Mintzberg concluded that managers fulfil three major roles while performing their jobs. These roles are categorised as interpersonal roles, organisational roles and decisional roles.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | False |

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| 18. Decisional roles consist of four sub-roles: entrepreneur, disturbance handler, resource allocator and negotiator.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 19. In the entrepreneur role, managers adapt themselves, their subordinates and their units to incremental change.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 20. Companies look for a total of four sets of skills in individuals to identify potential managers. These desired skills are technical skills, human skills, conceptual skills and motivation to manage.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 21. Technical skill refers to the ability to see the organisation as a whole, how the different parts affect each other and how the company fits into or is affected by its environment.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | False |

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| 22. For many managers, the knowledge, skills and abilities that led to success early in their careers (i.e. prior to their promotion into the ranks of management) may not necessarily help them succeed as managers.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 23. Conceptual skills are most important for top managers.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 24. Upper-level managers may actually spend more time dealing with people than lower-level managers.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

|  |  |
| --- | --- |
| *ANSWER:* | True |

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| 25. The motivation to manage tends to be higher among managers at higher levels in the organisation than among managers at lower levels in the organisation.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 26. The number one mistake made by managers who were ‘derailed’ from their fast-track movement up the managerial ranks was that they did not develop the necessary technical skills.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

|  |  |
| --- | --- |
| *ANSWER:* | False |

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| 27. After a year as a manager, most managers realise that production development rather than people development is their primary responsibility.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 28. A management study discovered that companies that invest in their people will create long-term competitive advantages that are difficult for other companies to duplicate.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 29. \_\_\_\_\_\_\_\_\_\_ is defined as getting work done through others.

|  |  |  |
| --- | --- | --- |
|   | a.  | Management |
|   | b.  | Planning |
|   | c.  | Organising |
|   | d.  | Strategising |
|   | e.  | Controlling |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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| 30. When Ruth was hired to be the second-in-command at Graham Mailing Services, she was told that her job was to deal with the employees to make sure they got the mailing done to the customers’ specifications. She was not instructed on how to run machines or in any other technical area because hers was a job in:

|  |  |  |
| --- | --- | --- |
|   | a.  | marketing |
|   | b.  | relationship control |
|   | c.  | management |
|   | d.  | customer service |
|   | e.  | strategising |

|  |  |
| --- | --- |
| *ANSWER:* | c |

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| 31. A manager striving to improve organisational \_\_\_\_\_\_\_\_\_\_ is accomplishing tasks that help fulfil organisational objectives.

|  |  |  |
| --- | --- | --- |
|   | a.  | efficiency |
|   | b.  | effectiveness |
|   | c.  | functionality |
|   | d.  | synergy |
|   | e.  | productivity |

|  |  |
| --- | --- |
| *ANSWER:* | b |

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| 32. In the early 2010s, Coke and Pepsi engaged in the ‘Green Cola Wars’, each launching competing stevia-sweetened products. Consumers rejected Coca Cola’s ‘Coke Life’ and Pepsi’s ‘Pepsi Next’ and both were eventually discontinued. Both products secured only a tiny combined market share. Given that the objective of both soft drink manufacturers was to increase their market share, the introductions were notably:

|  |  |  |
| --- | --- | --- |
|   | a.  | synergistic |
|   | b.  | empathetic |
|   | c.  | ineffective |
|   | d.  | autonomous |
|   | e.  | reciprocal |

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| --- | --- |
| *ANSWER:* | c |

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| 33. Australia Post reducing freight costs through a partnership with the China Post and Sai Cheng Logistics is an example of a business using a partnership to improve their supply chain. The main benefit of this partnership is improving:

|  |  |  |
| --- | --- | --- |
|   | a.  | profits |
|   | b.  | efficiency |
|   | c.  | instrumentality |
|   | d.  | effectiveness |
|   | e.  | competitiveness |

|  |  |
| --- | --- |
| *ANSWER:* | b |

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| 34. \_\_\_\_\_\_\_\_\_\_ is the accomplishment of tasks that help fulfil organisational objectives.

|  |  |  |
| --- | --- | --- |
|   | a.  | Benchmarking |
|   | b.  | Optimising |
|   | c.  | Satisficing |
|   | d.  | Efficiency |
|   | e.  | Effectiveness |

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| *ANSWER:* | e |

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| 35. To achieve its goal of increased market share, the Australian Football League (AFL) launched a program in Western Sydney to encourage girls to participate in AFL so as to increase their exercise output. Which management function was used to create this program?

|  |  |  |
| --- | --- | --- |
|   | a.  | Controlling |
|   | b.  | Leading |
|   | c.  | Focusing |
|   | d.  | Planning |
|   | e.  | Organising |

|  |  |
| --- | --- |
| *ANSWER:* | d |

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| 36. Nestlé was unsuccessful in early attempts to sell its chocolate in India. It discovered its chocolate bars were not suitable for the Indian markets because the candy had to sit in direct sunlight without benefit of air conditioning and became messy. Nestlé developed an innovation strategy and developed Chocostick, a liquid chocolate, which is very popular. Which management function did Nestlé use to solve its problem?

|  |  |  |
| --- | --- | --- |
|   | a.  | Planning |
|   | b.  | Meeting the competition |
|   | c.  | Making things happen |
|   | d.  | Organising people, processes and projects |
|   | e.  | Leading |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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| 37. A manager engaged in the management function of \_\_\_\_\_\_\_\_\_\_ is determining organisational goals and the means for achieving them.

|  |  |  |
| --- | --- | --- |
|   | a.  | planning |
|   | b.  | organising |
|   | c.  | leading |
|   | d.  | human resources management |
|   | e.  | controlling |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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| 38. In 2016, Woolworths Limited announced the closure of its 63 Masters Home Improvement stores across Australia following the company posting after-tax losses of almost $1 billion in half-year results. The company, which appointed a new chief executive, is claiming to be ‘rebuilding the Woolworths business’. Which management function was used to help the company set and meet these goals?

|  |  |  |
| --- | --- | --- |
|   | a.  | Planning |
|   | b.  | Organising |
|   | c.  | Controlling |
|   | d.  | Motivating |
|   | e.  | Leading |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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| 39. A manager engaged in the management function of \_\_\_\_\_\_\_\_\_\_ is monitoring progress toward goal achievement and taking corrective action when needed.

|  |  |  |
| --- | --- | --- |
|   | a.  | planning |
|   | b.  | organising |
|   | c.  | leading |
|   | d.  | controlling |
|   | e.  | motivating |

|  |  |
| --- | --- |
| *ANSWER:* | d |

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| 40. A business school administrator who is determining what classes will be offered in which rooms and who will teach each specific class is involved in which classical management function?

|  |  |  |
| --- | --- | --- |
|   | a.  | Making things happen |
|   | b.  | Organising |
|   | c.  | Controlling |
|   | d.  | Motivating |
|   | e.  | Leading |

|  |  |
| --- | --- |
| *ANSWER:* | b |

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| 41. A personal trainer providing weight-loss support and encouragement to follow an exercise regimen for a new client is engaged in which management function?

|  |  |  |
| --- | --- | --- |
|   | a.  | Planning |
|   | b.  | Organising |
|   | c.  | Controlling |
|   | d.  | Motivating |
|   | e.  | Leading |

|  |  |
| --- | --- |
| *ANSWER:* | e |

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| 42. *A university tutor recognised that a class was confusing the roles of resource allocator and entrepreneur and so provided some examples to illustrate their differences.* This is an example of which management function?

|  |  |  |
| --- | --- | --- |
|   | a.  | Planning |
|   | b.  | Organising |
|   | c.  | Controlling |
|   | d.  | Motivating |
|   | e.  | Leading |

|  |  |
| --- | --- |
| *ANSWER:* | c |

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| 43. In the 2015 Rugby World Cup final between New Zealand and Australia, outside centre Tevita Kuridrani and number eight David Pocock both scored tries, which were both successfully converted by fly-half Bernard Foley. This was due to the inspirational influence of captain Stephen Moore and head coach Michael Cheika. This influence was the application of which management function?

|  |  |  |
| --- | --- | --- |
|   | a.  | Controlling |
|   | b.  | Leading |
|   | c.  | Motivating |
|   | d.  | Planning |
|   | e.  | Organising |

|  |  |
| --- | --- |
| *ANSWER:* | b |

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| 44. It is important for employees to receive feedback and recognition to remain engaged within the workplace. This is seen with the American Express’ Reward Blue program which is based on three fundamental pillars: praising employees for their efforts, offering rewards for meaningful results and celebrating the employees’ loyalty to the organisation. What is this management function known as?

|  |  |  |
| --- | --- | --- |
|   | a.  | Planning |
|   | b.  | Organising |
|   | c.  | Leading |
|   | d.  | Controlling |
|   | e.  | Evaluating |

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| --- | --- |
| *ANSWER:* | c |

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| 45. In 2016, designer Jean Paul Gaultier partnered with retailer Target Australia to sell an affordable line of high-fashion clothing that Gaultier designed exclusively for the retailer. Target Australia took responsibility for manufacturing and marketing the clothes. Which management function guided the alliance between the designer and the retailer?

|  |  |  |
| --- | --- | --- |
|   | a.  | Controlling |
|   | b.  | Leading |
|   | c.  | Motivating |
|   | d.  | Planning |
|   | e.  | Organising |

|  |  |
| --- | --- |
| *ANSWER:* | e |

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| 46. The role of resource allocator, deciding which resources are best used, and where, to improve organisational efficiency is an example of which function of management?

|  |  |  |
| --- | --- | --- |
|   | a.  | Planning |
|   | b.  | Controlling |
|   | c.  | Leading |
|   | d.  | CHOICE BLANK |
|   | e.  | OrganisingMotivating |

|  |  |
| --- | --- |
| *ANSWER:* | d |

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| 47. Employee Appreciation Day is celebrated on the first Friday of every March. On Employee Appreciation Day this year, Shane Carter boosted the morale and showed his gratitude by surprising each of his employees with a uniquely designed donut from Shortstop Coffee and Donuts filled with the employees’ favourite flavour. Shane used the management function of \_\_\_\_\_\_\_ to boost morale.

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|   | a.  | leading |
|   | b.  | commanding |
|   | c.  | organising |
|   | d.  | controlling |
|   | e.  | resource allocation |

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| *ANSWER:* | a |

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| 48. Virgin Group Ltd. owns a chain of health clubs around the world (including Australia) called Virgin Active. The company, which is run as an independent unit, recently sold off 80 per cent of Virgin Active to the South African investment firm Brait. The \_\_\_\_\_\_\_\_\_\_ manager for the company would be expected to develop the long-term plans needed to ensure that the company remains profitable in the future.

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| --- | --- | --- |
|   | a.  | supervising |
|   | b.  | top |
|   | c.  | first-line |
|   | d.  | middle-level |
|   | e.  | department |

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| *ANSWER:* | b |

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| 49. In 2009, Vegemite launched the iSnack 2.0 (later renamed Vegemite Cheesybite) following a public competition to name the new product. Consumers loathed the name and the manufacturer, Kraft, took note, relaunching the product with a new name. In this circumstance, \_\_\_\_\_\_\_\_\_\_ would have been responsible for monitoring the business environment to determine that the product should be renamed.

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| --- | --- | --- |
|   | a.  | middle-level management |
|   | b.  | first-line management |
|   | c.  | team leaders |
|   | d.  | product supervisors |
|   | e.  | top management |

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| *ANSWER:* | e |

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| 50. Which of the following is *not* usually performed by top managers?

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|   | a.  | Setting objectives consistent with organisational goals or planning and implementing subunit strategies for achieving these objectives. |
|   | b.  | Developing in employees the attitudes of commitment to and ownership in the company’s performance. |
|   | c.  | Creating a positive organisational culture through language and action. |
|   | d.  | Monitoring the business environment. |
|   | e.  | Creating a context for change. |

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| *ANSWER:* | a |

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| 51. In 2016, Woolworths replaced its long-running Homebrand (launched in 1983) and Select (introduced in 2005) labels with a new ‘Woolworths’ label in order to better compete with Aldi and Coles. \_\_\_\_\_\_\_\_\_\_ would have been responsible for implementing this label change.

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|   | a.  | Middle-level management |
|   | b.  | First-line management |
|   | c.  | Team leaders |
|   | d.  | CHOICE BLANK |
|   | e.  | Product supervisorsTop management |

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| *ANSWER:* | a |

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| 52. A middle manager for a manufacturer of environmentally friendly packaging would:

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| --- | --- | --- |
|   | a.  | monitor how consumers feel about environmental waste |
|   | b.  | schedule vacation time for employees |
|   | c.  | determine how the company was going to implement a plan calling for a 10 per cent decrease in costs |
|   | d.  | be responsible for maintaining a positive organisational culture |
|   | e.  | be responsible for the long-term planning for the organisation |

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| *ANSWER:* | c |

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| 53. A top manager for a management consulting firm would:

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|   | a.  | establish a positive organisational culture that encourages employees to be passionate about their clients |
|   | b.  | make sure employees are attired according to the company dress code |
|   | c.  | evaluate the performance of individual consultants |
|   | d.  | monitor expense statements turned in by consultants |
|   | e.  | coordinate activities within and between consultants working in the field and support staff in the office |

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| *ANSWER:* | a |

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| 54. The unit chairs of the accounting, marketing and communications departments at a typical university are assuming the roles of \_\_\_\_\_\_\_\_\_\_ managers because they supervise non-managerial employees.

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|   | a.  | supervising |
|   | b.  | top |
|   | c.  | first-line |
|   | d.  | middle-level |
|   | e.  | department |

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| *ANSWER:* | c |

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| 55. Due to blackouts in parts of Melbourne, \_\_\_\_\_\_\_\_\_\_ at power provider AGL Energy had to determine which employees were going to work overtime to cover the extra work required.

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|   | a.  | top managers |
|   | b.  | middle managers |
|   | c.  | administrative managers |
|   | d.  | first-line managers |
|   | e.  | team leaders |

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| *ANSWER:* | d |

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| 56. \_\_\_\_\_\_\_\_\_\_ are responsible for creating a positive organisational culture through language and action.

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| --- | --- | --- |
|   | a.  | Top managers |
|   | b.  | Middle managers |
|   | c.  | Team leaders |
|   | d.  | Supervisors |
|   | e.  | Group facilitators |

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| *ANSWER:* | a |

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| 57. Whilst tipping in restaurants is commonplace in the United States, it is far less prevalent in Australia. Liam Patrick, who manages the high-end restaurant Long Silver in Melbourne, was thinking about how to motivate and reward his busy employees and ensure that staff turnover stayed as low as possible without the need for tips. In his research he found that a strategy of simply expressing gratitude to employees for their hard work made employees feel appreciated, made them work harder and made them feel that the work that they were doing was meaningful. Liam is an example of a:

|  |  |  |
| --- | --- | --- |
|   | a.  | supervising manager |
|   | b.  | top manager |
|   | c.  | first-line manager |
|   | d.  | middle-level manager |
|   | e.  | department manager |

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| *ANSWER:* | d |

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| 58. Boris Clavell is responsible for setting objectives consistent with top management’s goals. What kind of manager is Boris?

|  |  |  |
| --- | --- | --- |
|   | a.  | Supervising |
|   | b.  | Senior |
|   | c.  | First-line |
|   | d.  | Middle-level |
|   | e.  | Department |

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| *ANSWER:* | d |

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| 59. Typical responsibilities for \_\_\_\_\_\_\_\_\_\_ include setting objectives consistent with organisational goals and then planning and implementing the subunit strategies for achieving these goals.

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|   | a.  | top managers |
|   | b.  | shift supervisors |
|   | c.  | first-line managers |
|   | d.  | team leaders |
|   | e.  | middle managers |

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| *ANSWER:* | e |

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| 60. Middle managers typically:

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| --- | --- | --- |
|   | a.  | identify a new competitive strategy |
|   | b.  | facilitate team performance |
|   | c.  | implement changes and strategies generated by top managersDE. monitor the activities of front-line personnel who report to themclosely monitor customer needs and long-term business and social trends |

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| *ANSWER:* | c |

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| 61. Typical responsibilities for \_\_\_\_\_\_\_\_\_\_ include coordinating and linking groups, departments and divisions within a company.

|  |  |  |
| --- | --- | --- |
|   | a.  | top managers |
|   | b.  | middle managers |
|   | c.  | vice presidents |
|   | d.  | team leaders |
|   | e.  | first-line managers |

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| *ANSWER:* | b |

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| 62. It is the responsibility of \_\_\_\_\_\_\_\_\_\_ to develop intermediate plans, designed to produce results within six to eighteen months.

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|   | a.  | top managers |
|   | b.  | middle managers |
|   | c.  | first-line managers |
|   | d.  | group facilitators |
|   | e.  | team leaders |

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| *ANSWER:* | b |

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| 63. First-line managers will most likely have to:

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|   | a.  | monitor the performance of corporate investments |
|   | b.  | encourage, monitor and reward the performances of their employees |
|   | c.  | determine how to deal with long-term environmental changes |
|   | d.  | periodically monitor the company’s organisational culture |
|   | e.  | none of the options given |

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| *ANSWER:* | b |

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| 64. Managers who train and supervise the performance of non-managerial employees, and who are directly responsible for producing the company’s products or services, are categorised as:

|  |  |  |
| --- | --- | --- |
|   | a.  | general managers |
|   | b.  | middle managers |
|   | c.  | first-line managers |
|   | d.  | team leaders |
|   | e.  | top managers |

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| *ANSWER:* | c |

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| 65. On 23 December each year, Juno Hardware prepares for the end of year shutdown by throwing its employees a Christmas celebration to recognise and thank them for their hard work and loyalty. A \_\_\_\_\_\_\_\_ manager who knows the employees best plans the party, selects and orders the awards, and encourages workers to attend.

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|   | a.  | marketing |
|   | b.  | team |
|   | c.  | first-line |
|   | d.  | top |
|   | e.  | middle |

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| *ANSWER:* | c |

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| 66. David supervises operations on the chassis assembly line for a large vehicle manufacturer. Most of his time is spent in quality control maintenance, scheduling workers and training new employees. David would be categorised as a:

|  |  |  |
| --- | --- | --- |
|   | a.  | first-line manager |
|   | b.  | middle manager |
|   | c.  | top manager |
|   | d.  | team leader |
|   | e.  | group facilitator |

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| *ANSWER:* | a |

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| 67. A first-line manager for a large electric generator manufacturer would:

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|   | a.  | monitor how its customers feel about electric-powered engines |
|   | b.  | determine if the company needed to increase its production by adding another shift |
|   | c.  | monitor and manage the performance of the company’s international subsidiaries |
|   | d.  | manage the performance of employees who actually build the generators |
|   | e.  | be responsible for the overall direction of the organisation |

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| *ANSWER:* | d |

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| 68. A \_\_\_\_\_\_\_\_\_\_ for a McDonald’s fast-food restaurant would be responsible for placing orders for food and paper supplies and for setting up weekly work schedules.

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|   | a.  | corporate vice president |
|   | b.  | middle manager |
|   | c.  | first-line manager |
|   | d.  | division supervisor |
|   | e.  | top manager |

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| *ANSWER:* | c |

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| 69. Middle managers will most likely have to:

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|   | a.  | facilitate a bottom-up planning approach to supervising |
|   | b.  | manage the performance of entry-level employees |
|   | c.  | implement the changes generated by top managers |
|   | d.  | develop employees’ commitment to and ownership of the company’s performance |
|   | e.  | monitor long-term environmental trends |

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| *ANSWER:* | c |

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| 70. The CEO of Basers brand shoes expects its designers to operate like a team when they create new shoe designs. Most of its designers do not have a background in fashion so it is important that they share their expertise. Each team has a leader who is responsible for:

|  |  |  |
| --- | --- | --- |
|   | a.  | developing organisational codes of ethics |
|   | b.  | managing external and internal team relationships |
|   | c.  | developing growth strategies |
|   | d.  | coordinating the performances of all teams |
|   | e.  | determining the overall direction of the organisation |

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| *ANSWER:* | b |

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| 71. Team leaders typically:

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| --- | --- | --- |
|   | a.  | conduct quality control audits |
|   | b.  | manage external and internal relationships |
|   | c.  | act as department liaisons |
|   | d.  | oversee strategy implementation |
|   | e.  | hire staff members |

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| *ANSWER:* | b |

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| 72. Team leaders typically:

|  |  |  |
| --- | --- | --- |
|   | a.  | create a context for change |
|   | b.  | manage internal and external relationships |
|   | c.  | monitor and manage the performance of subunits |
|   | d.  | make detailed schedules and operating plans |
|   | e.  | monitor the organisational culture |

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| *ANSWER:* | b |

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| 73. According to Mintzberg, which of the following lists the three major roles managers fulfil while performing their jobs?

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|   | a.  | Interpersonal roles, informational roles and decisional roles |
|   | b.  | Informational roles, ethical roles and action roles |
|   | c.  | Corporate roles, coordination roles and informational roles |
|   | d.  | Decisional roles, informational roles and organisational roles |
|   | e.  | Interpersonal roles, intrapersonal roles and departmental roles |

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| 74. Which of the following is an example of an interpersonal role?

|  |  |  |
| --- | --- | --- |
|   | a.  | Liaison |
|   | b.  | Monitor |
|   | c.  | Disseminator |
|   | d.  | Resource allocator |
|   | e.  | Spokesperson |

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| *ANSWER:* | a |

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| 75. The marketing manager of Coles was asked to meet with the organisation’s research and development department to explain why the company needed to change the design of its Smart Buy and Simply Less products. The marketing manager took on an interpersonal role as:

|  |  |  |
| --- | --- | --- |
|   | a.  | liaison |
|   | b.  | disseminator |
|   | c.  | disturbance handler |
|   | d.  | figurehead |
|   | e.  | resource allocator |

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| *ANSWER:* | a |

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| 76. The Governor-General of the Commonwealth of Australia, the representative in Australia of the Australian monarch, effectively plays the role of figurehead, whilst the prime minister runs the country. Transferring this analogy to an organisation, the figurehead:

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| --- | --- | --- |
|   | a.  | distributes critical information to employees |
|   | b.  | monitors the environment |
|   | c.  | helps the organisation adapt to incremental changes |
|   | d.  | negotiates salaries, raises and promotions |
|   | e.  | performs ceremonial duties like greeting company visitors |

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| *ANSWER:* | e |

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| 77. Upon the unexpected death of her husband, Patrice Moore became the CEO of Australia’s largest book retailer, Archive Inc. It was believed when she took the position that she would only perform ceremonial duties and would not want to be actively involved in the running of the company. In other words, it was assumed she would be a:

|  |  |  |
| --- | --- | --- |
|   | a.  | resource allocator |
|   | b.  | monitor |
|   | c.  | disseminator |
|   | d.  | spokesperson |
|   | e.  | figurehead |

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| 78. James Colquhoun is a captain in the Australian Army. Mintzberg would describe Captain Colquhoun as taking a leadership role within the organisation. This means he spends much of his time:

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| --- | --- | --- |
|   | a.  | negotiating |
|   | b.  | responding to instrumental change |
|   | c.  | performing ceremonial duties |
|   | d.  | motivating and encouraging soldiers to meet their organisational objectives |
|   | e.  | allocating resources |

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| *ANSWER:* | d |

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| 79. As described by Mintzberg, a marketing manager who was hired by a manufacturer of plumbing fixtures to operate information booths at more than twenty different international trade shows annually would have the informational role of:

|  |  |  |
| --- | --- | --- |
|   | a.  | entrepreneur |
|   | b.  | resource allocator |
|   | c.  | figurehead |
|   | d.  | communicator |
|   | e.  | spokesperson |

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| *ANSWER:* | e |

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| 80. In 2016, Telstra announced it was slashing more than 300 jobs from its sales, service and national offices across Australia. A Telstra staff member claimed that ‘We take our responsibility to support employees through this period very seriously and we absolutely understand the impact announcements like this can have on our staff’. What informational role did this staff member assume when making this claim?

|  |  |  |
| --- | --- | --- |
|   | a.  | Liaison |
|   | b.  | Resource allocator |
|   | c.  | Figurehead |
|   | d.  | Negotiator |
|   | e.  | Spokesperson |

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| *ANSWER:* | e |

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| 81. During a meeting of the Rural Care Nursing Association (RCNA) board of directors, a commitment was made to ask members for their feedback about their experiences with and perceptions of RCNA. The head of the organisation said, ‘The essence of being a leader is to make sure the organisation knows itself’. Then she volunteered to conduct environmental scanning and share what she learned with the others. What informational roles is she assuming?

|  |  |  |
| --- | --- | --- |
|   | a.  | Liaison and spokesperson |
|   | b.  | Resource allocator and liaison |
|   | c.  | Monitor and disseminator |
|   | d.  | Negotiator and monitor |
|   | e.  | Spokesperson and liaison |

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| *ANSWER:* | c |

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| 82. Upon the unexpected death of her husband, Patrice Moore became the CEO of Australia’s largest book retailer, Archive Inc. Even though she was not expected to, she quickly asked company employees to develop ideas for new products that would lead to organisational growth in a changing environment. The decisional role she took on was that of a(n):

|  |  |  |
| --- | --- | --- |
|   | a.  | leader |
|   | b.  | disseminator |
|   | c.  | resource allocator |
|   | d.  | spokesperson |
|   | e.  | entrepreneur |

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| *ANSWER:* | e |

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| 83. In the interpersonal role of \_\_\_\_\_\_\_\_\_\_, managers communicate with stakeholders outside their team.

|  |  |  |
| --- | --- | --- |
|   | a.  | resource allocator |
|   | b.  | entrepreneur |
|   | c.  | disturbance handler |
|   | d.  | liaison |
|   | e.  | disseminator |

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| *ANSWER:* | d |

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| 84. *The Age* newspaper’s Editor in Chief Andrew Holden left Fairfax Media after 13 years in February 2016, as part of a major company restructure in order to stay relevant in the new millennium. According to Mintzberg, which managerial role would have been adopted in order to make this announcement to the media?

|  |  |  |
| --- | --- | --- |
|   | a.  | Environmental |
|   | b.  | Controller |
|   | c.  | Spokesperson |
|   | d.  | Entrepreneur |
|   | e.  | Interpersonal |

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| --- | --- |
| *ANSWER:* | c |

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| 85. Connie O’Day is a middle-level manager for the publishers of *The Saturday Paper,* a publication targeted to men and women who are looking for long form or ‘old fashioned’ journalism involving news and current affairs reported in a balanced, intelligent way. She spends much of her day conducting interviews with groups of ‘hard core’ readers who subscribe to the newspaper, as well as more ‘casual’ readers who purchase the newspaper on occasion, and non-readers who tend to get their news elsewhere. She also keeps an eye on the sales and content of other newspapers across the major capital cities. Which informational role does O’Day perform?

|  |  |  |
| --- | --- | --- |
|   | a.  | Entrepreneur |
|   | b.  | Monitor |
|   | c.  | Resource allocator |
|   | d.  | Spokesperson |
|   | e.  | Liaison |

|  |  |
| --- | --- |
| *ANSWER:* | b |

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| 86. The informational role managers play when they share information they have collected with their subordinates and others in the company is called the \_\_\_\_\_\_\_\_\_\_ role.

|  |  |  |
| --- | --- | --- |
|   | a.  | monitor |
|   | b.  | figurehead |
|   | c.  | resource allocator |
|   | d.  | entrepreneur |
|   | e.  | disseminator |

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| *ANSWER:* | e |

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| 87. The accounts manager is in charge of monitoring the performance of her sales force in order to ensure that the warehouse has enough products to keep up with demand. In this decisional role, she acts as a(n):

|  |  |  |
| --- | --- | --- |
|   | a.  | resource allocator |
|   | b.  | entrepreneur |
|   | c.  | disturbance handler |
|   | d.  | monitor |
|   | e.  | disseminator |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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| 88. In Australia, Unilever’s Lynx deodorant ‘Clean Your Balls’ advertisement, featuring celebrity Sophie Monk, was the source of many complaints to the Advertising Standards Bureau. The resulting furore over this sexist campaign required Unilever’s Australian managers to spend a great deal of time in the role of:

|  |  |  |
| --- | --- | --- |
|   | a.  | resource allocators |
|   | b.  | entrepreneurs |
|   | c.  | disturbance handlers |
|   | d.  | liaisons |
|   | e.  | disseminators |

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| *ANSWER:* | c |

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| 89. According to Mintzberg, which role would a manager assume if they were trying to convince union members to accept a 25-cent-per-hour reduction in pay in order to keep their factory open?

|  |  |  |
| --- | --- | --- |
|   | a.  | Resource allocator |
|   | b.  | Entrepreneur |
|   | c.  | Disturbance handler |
|   | d.  | Liaison |
|   | e.  | Negotiator |

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| *ANSWER:* | e |

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| 90. An accountant with \_\_\_\_\_\_\_\_\_\_ skill has the ability to create a budget, compare the budget to the actual income statement and determine unnecessary expenses.

|  |  |  |
| --- | --- | --- |
|   | a.  | technical |
|   | b.  | human |
|   | c.  | conceptual |
|   | d.  | motivational |
|   | e.  | interpersonal |

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| --- | --- |
| *ANSWER:* | a |

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| 91. Which of the following tends to be least important to the success of lower-level managers?

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| --- | --- | --- |
|   | a.  | Decisional skills |
|   | b.  | Human skills |
|   | c.  | Conceptual skills |
|   | d.  | Motivation to manage |
|   | e.  | Technical skills |

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| --- | --- |
| *ANSWER:* | c |

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| 92. In 2016, complaints were made against a series of Animals Australia advertisements which showed an image of an Australian bull in distress at a Muslim Festival of Sacrifice along with a slogan reading: ‘Live export; It’s a crime against animals’. An Animals Australia marketing manager would have had to use their \_\_\_\_\_\_\_\_\_\_ skills to determine whether the image is doing more harm than good through creating bad publicity for Animals Australia and the battle against the live export industry.

|  |  |  |
| --- | --- | --- |
|   | a.  | informational |
|   | b.  | conceptual |
|   | c.  | technical |
|   | d.  | interpersonal |
|   | e.  | decisional |

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| --- | --- |
| *ANSWER:* | b |

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| 93. Creating a competitive advantage through people relies heavily on the use of which skill to reward people for providing exceptional customer service?

|  |  |  |
| --- | --- | --- |
|   | a.  | Motivation to manage |
|   | b.  | Conceptual |
|   | c.  | Technical |
|   | d.  | Interpersonal |
|   | e.  | Decisional |

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| --- | --- |
| *ANSWER:* | a |

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| 94. What type of skills tends to be equally important at all levels of management?

|  |  |  |
| --- | --- | --- |
|   | a.  | Technical |
|   | b.  | Human |
|   | c.  | Decisional |
|   | d.  | Motivation to manage |
|   | e.  | Conceptual |

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| --- | --- |
| *ANSWER:* | b |

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| 95. The ability to perform \_\_\_\_\_\_\_\_\_\_ skills becomes increasingly important as managers rise through the managerial ranks.

|  |  |  |
| --- | --- | --- |
|   | a.  | interpersonal |
|   | b.  | human |
|   | c.  | conceptual |
|   | d.  | informational |
|   | e.  | technical |

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| --- | --- |
| *ANSWER:* | c |

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| 96. Which skills become increasingly important as managers rise through the managerial ranks?

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| --- | --- | --- |
|   | a.  | Human skills and decisional skills |
|   | b.  | Informational skills and the motivation to manage |
|   | c.  | Conceptual skills and the motivation to manage |
|   | d.  | Conceptual skills, technical skills and human skills |
|   | e.  | Human skills and informational skills |

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| *ANSWER:* | c |

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| 97. There have been several studies of managers who fail (derailers) and managers who succeed (arrivers) in climbing the organisational hierarchy. Upon the unexpected death of her husband, Patrice Moore became the CEO of Australia’s largest book retailer, Archive Inc. and encouraged its expansion into other complimentary services. Moore has almost doubled her company’s revenues since she took control. As an arriver, Moore would be:

|  |  |  |
| --- | --- | --- |
|   | a.  | unable to adapt her style of management to what was needed by her subordinates |
|   | b.  | sensitive to others |
|   | c.  | cold, aloof and arrogant |
|   | d.  | overly ambitious |
|   | e.  | abrasive and intimidating |

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| *ANSWER:* | b |

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| 98. Joshua Haigh was the most successful salesperson his realty company had ever hired. He was quickly promoted to sales manager but was never able to reach any higher levels of management because of the way he bullied his employees. Haigh is an example of a:

|  |  |  |
| --- | --- | --- |
|   | a.  | derailer |
|   | b.  | staller |
|   | c.  | failure |
|   | d.  | non-arriver |
|   | e.  | laggard |

|  |  |
| --- | --- |
| *ANSWER:* | a |

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| 99. There have been several studies of managers who fail (derailers) and managers who succeed (arrivers) in climbing the organisational hierarchy. Which of the following statements describes one of the facts learned from these studies?

|  |  |  |
| --- | --- | --- |
|   | a.  | Arrivers differ very significantly from derailers. |
|   | b.  | Arrivers have no weaknesses. |
|   | c.  | Arrivers and derailers both possess two or more fatal flaws regarding how they managed people. |
|   | d.  | The number one mistake of derailers was that they were unable to think strategically. |
|   | e.  | Arrivers are sensitive to the feelings of others. |

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| *ANSWER:* | e |

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| 100. Cutie Cutes, Inc. was once a successful manufacturer of teddy bears and other stuffed animals. It hired a new CEO who was a derailer. As a derailer, the new CEO most likely:

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| --- | --- | --- |
|   | a.  | listened carefully to the advice given him by the previous CEO |
|   | b.  | was too flexible |
|   | c.  | treated novice employees with contempt |
|   | d.  | could not think strategically |
|   | e.  | acted as a spokesperson |

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| *ANSWER:* | d |

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| 101. There have been several studies of managers who fail (derailers) and managers who succeed (arrivers) in climbing the organisational hierarchy. Which of the following statements describes one of the facts learned from these studies?

|  |  |  |
| --- | --- | --- |
|   | a.  | Derailers are insensitive. |
|   | b.  | Arrivers fail to inform others when things will not be done on time. |
|   | c.  | Arrivers fail to admit mistakes. |
|   | d.  | Arrivers fail to take responsibility for mistakes. |
|   | e.  | all of the options given |

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| *ANSWER:* | a |

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| 102. As the shift supervisor at a car wash, Jack is bossy, arrogant and insensitive to the needs of his subordinates. He is unable to delegate any tasks to the other employees. He will more than likely never be a middle or top manager because he:

|  |  |  |
| --- | --- | --- |
|   | a.  | is a management laggard |
|   | b.  | is a derailer |
|   | c.  | does not understand the importance of synergy |
|   | d.  | is not a hands-on doer |
|   | e.  | is an arriver |

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| *ANSWER:* | b |

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| 103. After six months as a manager, new managers typically believe their job is:

|  |  |  |
| --- | --- | --- |
|   | a.  | to provide negative reinforcement |
|   | b.  | to exercise formal authority |
|   | c.  | to maintain control and avoid delegation |
|   | d.  | people development |
|   | e.  | to solve difficult problems for subordinates |

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| *ANSWER:* | e |

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| 104. After their first year of managerial experience, managers tend to:

|  |  |  |
| --- | --- | --- |
|   | a.  | exercise more formal authority |
|   | b.  | do less listening and more telling |
|   | c.  | view themselves as the boss |
|   | d.  | use more positive reinforcement |
|   | e.  | use more negative reinforcement |

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| *ANSWER:* | d |

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| 105. After a year as a manager, new managers typically realise their job is:

|  |  |  |
| --- | --- | --- |
|   | a.  | to be a troubleshooter |
|   | b.  | to manage tasks |
|   | c.  | just as they expected |
|   | d.  | people development |
|   | e.  | to be a problem solver |

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| *ANSWER:* | d |

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| 106. Which of the following management practices can be used by an organisation that wants to create a competitive advantage through its employees?

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| --- | --- | --- |
|   | a.  | Self-managed teams |
|   | b.  | Employment security |
|   | c.  | High wages contingent on organisational performance |
|   | d.  | Sharing information |
|   | e.  | all of the options given |

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| *ANSWER:* | e |

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| 107. Leon Dodd is a member of a self-managed team at. His team’s top priorities are understanding customer requirements and expectations. It would appear that Standard Aero Alliance is:

|  |  |  |
| --- | --- | --- |
|   | a.  | using employee benchmarking |
|   | b.  | allowing its employees to assume various decisional roles |
|   | c.  | letting its teams handle all planning functions |
|   | d.  | using its employees to create a competitive advantage |
|   | e.  | relying more on conceptual skills than human skills |

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| *ANSWER:* | d |

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| 108. Wainscott Finch, a *Fortune 500* management consulting organisation, conducts project management preparatory academies for its clients in which participants spend 70 hours learning how to create a differential competitive advantage through their employees. Why?

|  |  |  |
| --- | --- | --- |
|   | a.  | The maintenance of employee relations is the latest trend in business. |
|   | b.  | Satisfied employees yield satisfied customers. |
|   | c.  | The participants’ companies do not have a competitive advantage. |
|   | d.  | Employees only need job security to be satisfied in their work. |
|   | e.  | Environmental monitoring has detected a general trend toward organisational dissatisfaction. |

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| *ANSWER:* | b |

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| 109. Define efficiency and effectiveness, then explain their relationship to the process of management.

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| *ANSWER:* | Efficiency is getting work done with a minimum of effort, expense or waste. By itself, efficiency is not enough to ensure managerial success. Managers must also strive for effectiveness, which is accomplishing tasks that help fulfil organisational objectives. Managers need to be concerned with both efficiency and effectiveness in the work process. |

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| 110. List and briefly identify the four classical functions of management.

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| *ANSWER:* | The four classical functions of management are planning (determining organisational goals and the means for achieving them), organising (deciding where decisions will be made, who will do what jobs and tasks and who will work for whom), leading (inspiring and motivating workers to work hard to achieve organisational goals) and controlling (monitoring progress toward goal achievement and taking corrective action when needed). |

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| 111. Identify the four different kinds of managers. List one of the basic responsibilities for each of these four different types of manager.

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| *ANSWER:* | There are four different kinds of managers.∙ Top managers: responsible for creating a context for change, developing attitudes of commitment and ownership, creating a positive organisational culture through words and actions and monitoring their company’s business environments.∙ Middle managers: responsible for planning and allocating resources, coordinating and linking groups and departments, monitoring and managing the performance of subunits and managers and implementing the changes or strategies generated by top managers.∙ First-line managers: responsible for managing the performance of non-managerial employees, teaching direct reports how to do their jobs and making detailed schedules and operating plans based on middle management’s intermediate-range plans.∙ Team leaders: responsible for facilitating team performance, managing external relationships and facilitating internal team relationships. |

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| 112. What are the four major responsibilities for the typical middle manager?

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| *ANSWER:* | The four major responsibilities of middle managers are:∙ setting objectives consistent with top management’s goals and planning and implementing subunit strategies for achieving these objectives∙ coordinating and linking groups, departments and divisions within a company∙ monitoring and managing the performance of subunits and individual managers who report to them∙ implementing the changes or strategies generated by top managers. |

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| 113. List and briefly identify the three sub-roles that characterise the interpersonal roles of a manager.

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| *ANSWER:* | Interpersonal roles include the sub-roles of figurehead, leader and liaison. The figurehead role is where managers perform ceremonial duties, the leader role is where managers influence employees to achieve organisational goals and liaison roles are where the manager communicates with stakeholders outside their units. |

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| 114. List and briefly identify the four kinds of skills that companies look for in managers.

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| *ANSWER:* | When companies look for employees who would be good managers, they look for individuals who have:∙ technical skills: the ability to apply the specialised procedures, techniques and knowledge required to get the job done∙ human skills: the ability to work well with others∙ conceptual skills: the ability to see the organisation as whole, how the different parts of the company affect each other and how the company fits into or is affected by its external environment∙ motivation to manage: an assessment of how enthusiastic employees are about managing the work of others. |

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| 115. Which skills do companies tend to look for in managers? How do they tend to differ with regards to higher-level and lower-level managers?

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| *ANSWER:* | When companies look for employees who would be good managers, they look for individuals who have motivation to manage, technical, human and conceptual skills. It is the conceptual skills and motivation to manage skills that tend to be stronger in higher-level managers. Conceptual skill increases in importance as managers rise through the management hierarchy. In addition, managers at higher levels usually have stronger motivation to manage than managers at lower levels. |

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| 116. What are the three perceptions of a manager’s role that new managers experience?

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| *ANSWER:* | New managers believe they need to be the boss by exercising their authority and managing tasks. Managers with approximately six months of experience start to see their role as a problem solver in assisting employees with performance difficulties. Managers with approximately 12 months of experience see their role as a coach, developing their employees to achieve their goals. |

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| 117. Briefly explain how and why companies can create competitive advantage through people. Outline the management practices that encourage this competitive advantage.

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| *ANSWER:* | Well-managed companies are competitive because their work forces are smarter, better trained, more motivated and more committed. Furthermore, companies that practice good management by investing in their people consistently have greater revenues and profits than companies that do not. Finally, good management matters because good management leads to satisfied employees who, in turn, provide better service to customers. Because employees tend to treat customers the same way that their managers treat them, good management can improve customer satisfaction.The management practices that encourage competitive advantage through people include: employment security, selective hiring, self-managed teams and decentralisation, high wages contingent on organisational performance, training and skill development, reduction of status differences, and sharing information. |

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| 118. Using your management lecturer as an example, illustrate how the four classical functions of management work as a process.

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| *ANSWER:* | Students should start by identifying the planning functions of a lecturer. They may use examples of learning objectives, developing assessment and identifying the appropriate course material for each week of teaching. The organising tasks they may identify are the allocation of students and tutors to particular classes, the division of contact hours and the provision of learning materials. They should then consider the leading function and how the lecturer will motivate not only the students but also the course teaching staff in implementing the developmental and evaluative elements of the plan. They should then identify the types of controls the lecturer may use (e.g. mid-semester exams, student feedback, class attendance) and how this feeds back into the planning stage to ensure the teaching staff and students are motivated, are adequately resourced and are achieving the goals set out in the plan. |

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| 119. Top managers are responsible for (1) creating a context for change, (2) developing attitudes of commitment and ownership, (3) creating a positive organisational culture through words and actions and (4) monitoring their company’s business environment. Of these four dimensions, which ones do you think can also be significantly impacted by the day-to-day actions of middle managers, first-line managers and team leaders? Explain the rationale for your answer.

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| *ANSWER:* | Lower-level managers in their day-to-day activities probably could not impact two of the four dimensions significantly. These are (1) creating a context for change and (4) monitoring their company’s business environment. Regarding both of these dimensions, lower-level managers have neither the time available to collect the necessary information for analysis, synthesis and decision-making, nor the authority to develop and put in place overall strategies, visions or mission statements. On the other hand, the day-to-day treatment of peers, subordinates and other employees will often have an impact on the attitudes of commitment of those employees and their personal acceptance of responsibility for their share of the company’s performance, such as (2) developing attitudes of commitment and ownership. Similarly, by their actions, lower-level managers can demonstrate the importance of and their commitment to, company values and strategies, such as (3) creating a positive organisational culture through words and actions. Thus, they can support and enhance a positive organisational culture through their action and language by living those values and commitments and demonstrating this to all employees through their personal behaviour. Employees will be more likely to accept and support the organisation’s culture if they see managers at all levels ‘living the culture’ in their day-to-day work. |

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| 120. Compare and contrast the managerial roles of liaison, spokesperson and negotiator. Explain both the similarities that link these roles behaviourally, and the differences that are used by Mintzberg to differentiate them.

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| *ANSWER:* | The roles of liaison, spokesperson and negotiator are all sub-roles within Mintzberg’s larger framework of three major roles fulfilled by managers while performing their jobs. The liaison is an *interpersonal* sub-role, the spokesperson is an *informational* sub-role and the negotiator is a *decisional* sub-role.From the behavioural point of view, *each of these sub-roles is characterised by direct communication between the manager and other people*. Specifically, in the liaison role, managers deal with people outside their units. For example, a production manager might meet with an engineering manager to develop solutions to problems. In the spokesperson role, managers share information with people outside their departments and companies. For example, a CEO might explain company performance to the board of directors. In the negotiator role, managers negotiate schedules, projects, goals, outcomes, resources and employee raises, as, for example, in negotiating a union contract. Thus, *there is considerable similarity and overlap in these roles from the perspective of the behaviour of the manager. Mintzberg differentiates them in terms of their primary focus*. In the case of behaviour associated with the liaison role, the primary focus is on dealing with people outside of the managers’ unit (as opposed to their own subordinates or bosses), and thus the role is interpersonal in nature. In the case of the spokesperson, the primary focus is on the sharing of information with people outside their units or companies, and thus the role is informational in nature. Finally, in the case of the negotiator, the primary focus is on making or influencing decisions in a manner that will benefit the company, and thus the role is decisional in nature. |

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| 121. Compare and contrast the relative importance of the four skills that companies look for in managers as they rise through the management hierarchy. That is, describe the similarities and differences in these characteristics among lower-, middle- and upper-level managers and explain the reasons for the differences.

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| *ANSWER:* | Companies look for four sets of characteristics in individuals to be promoted into the managerial ranks at any level. These characteristics are *technical skills*, *human skills*, *conceptual skills* and *motivation to manage*. Thus, in terms of similarities, all four of these skills are required in anyone who wants to be a manager. Companies do not want one-dimensional managers. They want managers with a balance of skills. They want managers who know their stuff (technical skills), are equally comfortable working with blue-collar and white-collar employees (human skills), are able to assess the complexities of today’s competitive marketplace and position their companies for success (conceptual skills), and want to assume positions of leadership and power (motivation to manage).However, there are differences in the relative importance of each of these characteristics to managerial success at different levels of the management hierarchy. *Technical skills are most important for lower-level managers*, because these managers supervise the line workers who produce products or serve customers. Team leaders and first-line managers need technical knowledge and skills to train new employees and help them solve problems, as well as to solve the problems that their employees cannot handle. While technical skills become less important as managers rise through the managerial ranks, they retain importance at all levels. *Human skill (the ability to work well with others) is equally important at all levels of management.* However, since lower-level managers spend much of their time solving technical problems, upper-level managers may actually spend more time dealing directly with people.*Both conceptual skills and motivation to manage increase in importance as managers rise through the managerial ranks*. Conceptual skill is the ability to see the organisation as a whole, how the different parts of the company affect each other and how the company fits into or is affected by its external environment, such as the local community, social and economic forces, customers and competition. Good managers have to be able to recognise, understand and reconcile multiple complex problems and perspectives. Motivation to manage is an assessment of how motivated employees are to interact with superiors, participate in competitive situations, behave assertively toward others, tell others what to do, reward good behaviour and punish poor behaviour, perform actions that are highly visible to others and handle and organise administrative tasks. Managers typically have a stronger motivation to manage than their subordinates, and managers at higher levels usually have stronger motivation to manage than managers at lower levels. Furthermore, managers with stronger motivation to manage are promoted faster, are rated by their employees as better managers and earn more money than managers with a weak motivation to manage. Thus, both conceptual skills and motivation to manage are particularly important to upper-level managers. |

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| 122. Describe the transition to management during the first year. Explain how this illustrates the chapter’s emphasis on human skills as being more important than technical skills for success or failure in management.

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| *ANSWER:* | Managers often begin their jobs by using more formal authority and emphasising their role as boss in the management of tasks. New managers typically do not believe that their job is to manage people, other than handling the tasks of hiring and firing. However, most managers find that being a manager has little to do with ‘bossing’ their subordinates. After six months on the job, many managers were surprised at the fast pace, the heavy workload and that ‘helping’ their subordinates was viewed as interference. In short, they came to realise that their initial expectations about managerial work had been wrong. After a year on the job, most of the managers no longer thought of themselves as doers, but as managers who get things done through others. In making the transition, they finally realised that people development was the most important part of their job. By the end of one year, most managers will have abandoned their authoritarian approach for one based on communication, listening and positive reinforcement. In completing this classic transition from ‘doer’ to ‘manager’, they stop trying to do everything themselves, and emphasise getting work done through others. In this way, their previous satisfaction (as individual contributors) with the direct production of goods or services is replaced with the ‘thrill’ of coaching and developing the people who work for them. As the basic activities occupying their time change, their need for technical skills becomes less, while their need for human skills remains crucial to their success. In fact, five of the most important mistakes that managers make revolve around people skills rather than technical skills. These are being abrasive and intimidating; being cold, aloof or arrogant; betraying trust; being overly ambitious; and failing to build a team and then delegate to that team. Thus, human skills clearly are more important than technical skills for success or failure in management. |

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