Course Title: Neck, Lattimer, Houghton - *Management: A Balanced Approach to the 21st Century*

Chapter Number: 01: Management in the 21st Century

**Multiple Choice**

1. Which of the following is NOT one of the “3 P’s”?
   1. People
   2. Promotion
   3. Planet
   4. Profit

 Answer: b

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Level: Easy

Learning Objective 1:  Define Management

Section Reference: How do Managers Make a Difference?

1. All of the following are determinates of a successful business EXCEPT:
   1. Access to resources
   2. Interested consumers
   3. Agreement amongst all team members
   4. Effective leadership

 Answer: c

Page: 7

Level: Easy

Learning Objective 1: Define Management

Section Reference: What is Management?

1. Managers’ activities are:
   1. Technologically-focused
   2. Technically-focused
   3. People-focused
   4. Both a & c
   5. Both b & c

 Answer: e

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Level: Easy

Learning Objective 1: Define management.

Section Reference: What Do Managers Do?

1. The vast majority of organizations in the United States have how many employees?
   1. Fewer than 100
   2. More than 250
   3. More than 500
   4. More than 1000

Answer: a

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Level: Medium

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of organizations

1. An organization’s self-defined commitment to the health and well-being of the local and global community beyond its legal obligations is it’s:
   1. Economic Responsibility
   2. Ethical Responsibility
   3. Corporate Social Responsibility
   4. All of the above

 Answer: c

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Level: Easy

Learning Objective 1: Define Management

Section Reference: How do managers make a difference?

1. \_\_\_\_\_\_\_\_\_\_\_ is the process of setting goals for the future, designing appropriate strategies, and deciding on the actions and resources needed to achieve success.
   1. planning
   2. organizing
   3. leading
   4. controlling

Answer: a

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Level: Easy

Learning Objective 2: Describe a manager’s four major tasks: planning, organizing, leading, and controlling.

Section Reference: Planning

1. Today, PepsiCo is known as a
   1. start-up company.
   2. multinational corporation.
   3. non-profit organization.
   4. growth company.

 Answer: b

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Level: Medium

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of organizations

1. Which of the following is NOT one of the managerial roles Henry Mintzberg used to describe a manager’s work:
   1. Decisional roles.
   2. Interpersonal roles.
   3. Informational roles.
   4. Situational roles.

 Answer: d

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Level: Easy

Learning Objective 4: Correlate managers’ tasks with the organizational roles they play.

Section Reference: Management roles.

1. “To bring inspiration and innovation to every athlete in the world,” is/are NIKE’s:
   1. vision
   2. values
   3. beliefs
   4. mission

Answer: d

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Level: Medium

Learning Objective 6: Explain the purpose of organizational values, mission, and vision.

Section Reference: Values, Mission, and Vision

1. The three levels of management are:
   1. top, middle, and first-line.
   2. first, second, and third.
   3. general, project, and assistant.
   4. top, middle, bottom.

 Answer: a

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Level: Easy

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of managers

1. \_\_\_\_\_\_\_\_\_\_\_\_\_ is the process of working with people and distributing an organization’s resources to achieve goals efficiently and effectively.
   1. Leading
   2. Management
   3. Organizing
   4. none of the above

 Answer: b

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Level: Easy

Learning Objective 1: Define management

Section Reference: What is management?

1. “To be recognized as the leading brand for performance and efficiency with a team committed to delivering an outstanding experience,” is an example of an organization’s:
   1. values.
   2. vision.
   3. mission statement.
   4. goals.

 Answer: b

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Level: Medium

Learning Objective 6: Explain the purpose of organizational values, mission, and vision.

Section Reference: Values, Mission, and Vision

1. All of the following are ways of practicing “Positive Psychology” EXCEPT:
   1. motivating
   2. rewarding
   3. encouraging
   4. understanding

 Answer: d

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Level: Medium

Learning Objective 7: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Strengths

1. Which of the following options is least associated with the benefits an organization can use to engage and motivate their employees?
   1. Retirement accounts
   2. Required off-site trainings
   3. Wellness programs
   4. Flexible environments

 Answer: b

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Level: Medium

Learning Objective 1: Define Management.

Section Reference: How Do Managers Make a Difference?

1. Who was responsible for saying that the sole responsibility of a for-profit organization is to maximize stockholder wealth.
   1. Mark Price
   2. Henri Fayol
   3. Jeff Immelt
   4. Milton Friedman

 Answer: d

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Level: Medium

Learning Objective 1: Define Management.

Section Reference: How Do Managers Make a Difference?

1. \_\_\_\_\_\_\_\_\_\_ is using the smallest amount of resources to achieve the greatest output.
   1. Efficiency
   2. Controlling
   3. Effectiveness
   4. Cost-cutting

 Answer: a

Page: 20

Level: Easy

Learning Objective 7: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Successful management.

1. The process of orchestrating people, actions, resources, and decisions to achieve goals is:
   1. planning
   2. organizing.
   3. leading.
   4. controlling.

 Answer: b

Page: 11

Level: Easy

Learning Objective 2: Describe a manager’s four major tasks: planning, organizing, leading, and controlling.

Section Reference: Organizing

1. Seeing, analyzing, and designing systems to achieve long-term organizational, community, and environmental health is known as:
   1. sustaining.
   2. balancing.
   3. upholding.
   4. organizing.

Answer: a

Page: 13

Level: Easy

Learning Objective 3: Describe sustaining as a balanced approach to management.

Section Reference: Sustaining: A balanced approach to management.

1. When managers \_\_\_\_\_\_\_\_\_\_, they effectively motivate and communicate with employees to achieve goals.
   1. plan
   2. lead
   3. organize
   4. control

 Answer: b

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Level: Medium

Learning Objective 2: Describe a manager’s four major tasks: planning, organizing, leading, and controlling.

Section Reference: Leading

1. When a manager acts as a disturbance handler or negotiator for his/her organization, he/she is acting in a(n) \_\_\_\_\_\_\_\_\_\_ role.
   1. entrepreneurial
   2. decisional
   3. interpersonal
   4. informational

Answer: b

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Level: Medium

Learning Objective 4: Correlate managers’ tasks with the organizational roles they play.

Section Reference: Management roles.

1. Which skill set is most important for a Top Manager?
   1. Relational
   2. Technical
   3. Planning
   4. Conceptual

 Answer: d

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Level: Medium

Learning Objective 7: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Skills

1. The ability to work well in collaboration with others is called a \_\_\_\_\_\_\_\_\_\_ skill.
   1. conceptual
   2. decisional
   3. technical
   4. relational

 Answer: d

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Level: Medium

Learning Objective 7: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Skills

1. Allocating budget resources, assigning financial and human resources, and setting production and service offerings are the duties of:
   1. first-line managers
   2. bottom managers
   3. middle managers
   4. top managers

 Answer: c

Page: 15

Level: Medium

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of Managers

1. Representing less than 1% of total organizations in the U.S., \_\_\_\_\_\_\_\_\_ businesses account for nearly half of the paid U.S. employees.
   1. small
   2. medium
   3. start-up
   4. large

 Answer: d

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Level: Difficult

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of Organizations

1. \_\_\_\_\_\_\_\_\_\_\_\_ skills are the ability to perform job-specific tasks.
   1. Rational
   2. Relational
   3. Technical
   4. Conceptual

 Answer: c

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Level: Easy

Learning Objective 7: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Skills

1. The level to which people or organizations achieve agreed-upon goals is the:
   1. vision.
   2. efficiency.
   3. mission.
   4. effectiveness.

 Answer: d

Page: 20

Level: Easy

Learning Objective 7: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Successful Management

1. \_\_\_\_\_\_\_\_\_\_\_ are the philosophical statements and beliefs managers use to allocate resources, provide consistent feedback to employees, make decisions, and foster organizational culture.
   1. Values
   2. Missions
   3. Visions
   4. All of the above

 Answer: d

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Level: Easy

Learning Objective 6: Explain the purpose of organizational values, mission, and vision.

Section Reference: Values, Mission, and Vision

1. \_\_\_\_\_\_\_\_\_\_ managers are concerned with daily, weekly, monthly, quarterly, and annual decisions.
   1. First-line
   2. Middle
   3. Top
   4. B&C only
   5. All of the above

 Answer: d

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Level: Medium

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of managers.

1. Small and large businesses combine to represent approximately \_\_\_\_\_ percent of paid employees in the U.S.
   1. 40
   2. 50
   3. 85
   4. 95

 Answer: c

Page: 15

Level: Difficult

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of Organizations

1. “Positive Psychology” was first introduced by:
   1. Frank Beamer
   2. Henri Fayol
   3. Henry Mintzburg
   4. Martin Seligman and Mihaly Csikszentmihalyi

 Answer: d

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Level: Medium

Learning Objective 7: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Strengths

**Question Type: True/False**

1. We often describe technically-focused side of management as the “art of management.”

Answer: False

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Level: Medium

Learning Objective 1: Define management.

Section Reference: How is Management Both Art and Science?

1. “Positive Psychology” explores ways to help people recognize their positive traits or strengths, and nurture them to their full potential.

Answer: True

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Level: Easy

Learning Objective 7: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Strengths

1. Effective managers must balance the people-focused and technical sides of their jobs.

Answer: True

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Level: Easy

Learning Objective 1: Define Management.

Section Reference: How Is Management Both Art and Science?

1. Decisional roles require managers to gather, assess, and communicate information to individuals and teams in support of the organization’s values, mission, vision, and goals.

 Answer: False

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Level: Medium

Learning Objective 4: Correlate managers’ tasks with the organizational roles they play.

Section Reference: Management roles.

1. One goal of the sustaining approach to management is to create, build, and continuously nurture trust among customers, employees, and communities.

Answer: True

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Level: Medium

Learning Objective 3: Describe sustaining as a balanced approach to management.

Section Reference: Sustaining: A balanced approach to management.

1. Missions shape how companies innovate, where they spend their resources, and what customers attract.

 Answer: False

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Level: Medium

Learning Objective 6: Explain the purpose of organizational values, mission, and vision.

Section Reference: Values, Mission, and Vision

1. Vision, mission, and values can be differentiated based on the time impact on the organization.

Answer: True

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Level: Medium

Learning Objective 6: Explain the purpose of organizational values, mission, and vision.

Section Reference: Values, Mission, and Vision

1. An organization is an entity formed and structured to achieve goals.

Answer: True

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Level: Easy

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of organizations

1. It is in the organizing function that people are inspired and commitments are built to achieve the goals set in the planning function.

 Answer: False

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Level: Medium

Learning Objective 2: Describe a manager’s four major tasks: planning, organizing, leading, and controlling.

Section Reference: Organizing

1. Middle managers set the organization’s direction and make decisions that impact everyone.

 Answer: False

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Level: Easy

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of managers.

1. The textbook defines the “3 P’s” as price, place, and promotion.

Answer: False

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Level: Medium

Learning Objective 1: Define Management.

Section Reference: How do managers make a difference?

1. The traditional view of management sees the management functions as separate steps in a linear process.

 Answer: True

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Level: Medium

Learning Objective 2: Describe a manager’s four major tasks: planning, organizing, leading, and controlling.

Section Reference: The four management functions

1. Understanding what motivates employee behavior and communicating effectively with a diverse team are more critical for a manager when the team experiences a setback.

 Answer: True

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Level: Medium

Learning Objective 2: Describe a manager’s four major tasks: planning, organizing, leading, and controlling.

Section Reference: Leading

1. Small organizations have between 100 and 500 employees.

Answer: False

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Level: Easy

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of organizations

1. Leading is the process of monitoring activities, measuring results and comparing them with goals, and correcting performance when necessary.

 Answer: False

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Level: Easy

Learning Objective 2: Describe a manager’s four major tasks: planning, organizing, leading, and controlling

Section Reference: Controlling

**Question Type: Fill-in-the-Blank**

1. A manager’s four major tasks are \_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_ , \_\_\_\_\_\_\_\_\_\_\_, and \_\_\_\_\_\_\_\_\_\_\_.

 Answer: planning, organizing, leading, controlling

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Level: Easy

Learning Objective 2: Describe a manager’s four major tasks: planning, organizing, leading, and controlling.

Section Reference: The Four Management Functions

1. Technical skills are most important for \_\_\_\_\_\_\_\_ managers.

 Answer: First-line

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Level: Medium

Learning Objective 6: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Skills

1. The latest organizational behavioral research has shown that there is a notable shift in organizations from a traditional \_\_\_\_\_\_\_\_\_\_\_\_\_ model to a more sustainable one.

 Answer: problem-solving

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Level: Medium

Learning Objective 7: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Strengths

1. A \_\_\_\_\_\_\_\_\_\_ approach to management can ensure than organizations are both effective in the short- and long-term.

Answer: balanced

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Level: Easy

Learning Objective 3: Describe sustaining as a balanced approach to management.

Section Reference: Sustaining: A balanced approach to management.

1. A \_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_ is an organization that increases its annual revenue faster than its competitors.

 Answer: growth company

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Level: Easy

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of organizations.

1. Traditional organizations are formed \_\_\_\_\_\_\_\_\_\_\_\_ to ensure lines of communication, authority, and reporting responsibilities are clear to everyone.

 Answer: hierarchically

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Level: Medium

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of Managers

1. The three forces that shape decision making, products and services, beliefs, and relationships with people inside and outside the organization are the organization’s \_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_, and \_\_\_\_\_\_\_\_\_\_\_\_.

Answer: values, mission, vision

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Level: Easy

Learning Objective 6: Explain the purpose of organizational values, mission, and vision.

Section Reference: Values, Mission, and Vision

1. \_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_ are groups formed to enhance one’s college experience through academic, political, religious, sports, environmental, and social action.

 Answer: Student organizations

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Level: Medium

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of organizations

1. Habitat for Humanity, Red Cross, and United Way are all examples of a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ organization

 Answer: non-profit

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Level: Medium

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of organizations

1. A \_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_ is a newly formed organization with limited or no operational history.

 Answer: start-up company

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Level: Easy

Learning Objective 5: Compare and contrast different types of organizations, managers and the decisions they make.

Section Reference: Types of organizations

1. Organizational \_\_\_\_\_\_\_\_ are beliefs that shape employee and organizational behaviors and are intended to be timeless.

 Answer: values

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Level: Medium

Learning Objective 6: Explain the purpose of organizational values, mission, and vision.

Section Reference: Values, Mission, and Vision

1. Managers are expected to continuously seek ways to increase \_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_ through other people and systems.

 Answer: Effectiveness, efficiency

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Level: Easy

Learning Objective 7: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Successful management.

1. His ability to write wonderful melodies and perfect lyrics were Cole Porter’s \_\_\_\_\_\_\_\_\_\_\_.

 Answer: strengths

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Level: Medium

Learning Objective 7: Demonstrate how focusing on skill strengths leads to success as a manager.

Section Reference: Strengths

**Question Type: Essay**

59. List and describe the four basic functions of management.

Answer: **Planning** is the process of setting goals for the future, designing appropriate strategies, and deciding on the actions and resources needed to achieve success. **Organizing** is the process of orchestrating people, actions, resources, and decisions to achieve goals. **Leading** is the process of effectively motivating and communicating with people to achieve goals. **Controlling** is the process of monitoring activities, measuring results and comparing them with goals, and correcting performance when necessary.

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Level: Easy

Learning Objective 2: Describe a manager’s four major tasks: planning, organizing, leading, and controlling.

Section Reference: The Four Management Functions

61. Describe the three categories of Management Roles and give two examples of a specific role in each category.

Answer: In **interpersonal roles**, managers build relationships with the people they work with and act as a public symbol for the many people they represent. Specific roles within this category include: **Figurehead, Leader, and Liaison. Informational roles** require managers to gather, assess, and communicate information to individuals and teams in support of the organization's values, mission, vision, and goals. Specific roles within this category include: **Monitor, Disseminator, and Spokesperson.** And in **decisional roles**, managers are responsible for making judgments and decisions based on available information and analysis of the situation. Specific roles within this category include: **Entrepreneur, Disturbance Handler, Resource Allocator, Negotiator.**

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Level: Medium

Learning Objective 4: Correlate managers’ tasks with the organizational roles they play.

Section Reference: Management Role