

Student: _____

1. Opposable thinking is integrative thinking.
True False
2. The most effective managers succeed because they are unable to adapt and adjust to new organizational contexts.
True False
3. Management is the planning, organizing, leading and controlling of resources to achieve goals effectively and efficiently.
True False
4. Managers are found in all types of organizations.
True False
5. Employees are sometimes asked to assume managerial functions.
True False
6. Organizational resources are assets such as people, machinery, raw materials, information, skills and financial capital.
True False
7. A measure of how efficiently and effectively a managers uses resources to achieve a goal or satisfy customers is known as organizational performance.
True False
8. The result of low efficiency and high effectiveness might be a product that customers want, but that is too expensive for them buy.
True False
9. An example of high efficiency and high effectiveness is when a manager produces a high quality product that customers do not want to buy.
True False
10. An example of high effectiveness and low efficiency is when a manager produces a product that customers want at a quality and price that they can afford.
True False
11. Organizations are efficient when managers minimize the amount of resources used to produce goods or services.
True False
12. The four essential managerial functions are planning, organizing, selling, and controlling.
True False
13. Planning is establishing task and authority relationships that allow people to work together to achieve organizational goals.
True False
14. The outcome of planning is the creation of organizational structure.
True False
15. A cluster of decisions about what organizational goals to pursue, what actions to take, and how to use resources to achieve those goals is called a strategy.
True False

16. The outcome of organizing is the creation of organizational structure.
True False
17. The type of organizational culture determines how resources can best be used to create goods and services.
True False
18. The outcome of leadership is a high level of motivation and commitment among organizational members.
True False
19. Leadership depends on the use of power, influence, vision, persuasion and communication.
True False
20. Evaluating how well an organization is achieving its goals is known as strategizing.
True False
21. Controlling involves evaluating how well the organization is achieving its goals and taking action to improve performance if standards are not being met.
True False
22. The outcome of the control process is the ability to measure performance accurately and regulate efficiency and effectiveness.
True False
23. Large organizations depend on four levels of managers.
True False
24. First line managers are responsible for the daily supervision of non-managerial employees.
True False
25. The head nurse in the pediatric department in the hospital would be classified as a first line manager.
True False
26. Middle managers supervise the first-line managers and report to top management.
True False
27. Middle managers are responsible for organizing the resources of the organization to best carry out its goals.
True False
28. The principal of a primary school is an example of a middle manager.
True False
29. The chief mechanic overseeing a crew of mechanics in the service department of a new car dealership would be classified as a middle manager.
True False
30. Middle managers are responsible for finding the best way to use resources to achieve organizational objectives.
True False
31. Top managers are responsible for their own individual departments.
True False
32. A top management team includes the CEO, the President, department heads and first line managers.
True False
33. Top managers devote most of their time to leading and controlling.
True False

34. Top managers devote most of their time to planning and organizing.
True False
35. First line managers spend more time planning than leading.
True False
36. Middle managers spend most of their time planning, organizing and leading.
True False
37. Restructuring involves downsizing an organization by eliminating the jobs of only middle level managers.
True False
38. Many organizations have taken steps to empower employees and develop self-managed teams to reduce costs and improve quality.
True False
39. Empowerment reduces the employee's tasks and responsibilities.
True False
40. Empowerment increases the tasks and responsibilities of employees without increasing their authority and accountability.
True False
41. Self-managed teams monitor the quality of the goods and services they provide but do not supervise their own activities.
True False
42. Managerial hierarchies have not changed in the last 20 years.
True False
43. Frederick Taylor detailed ten specific roles that managers undertake.
True False
44. Henry Mintzberg grouped ten managerial roles into three broad categories: interpersonal, informational, and decisional.
True False
45. In the role of spokesperson, a manager transmits information to other members of the organization to influence their work attitudes.
True False
46. The four roles that managers play when they are making decisions, are Entrepreneur, Disturbance handler, Resource allocator and Figurehead.
True False
47. When a manager cuts the ribbon at the ceremony of the opening of the new facility, the manager is acting as a Figurehead.
True False
48. Creating an alliance with a firm that supplies the company with raw materials is an example of the liaison managerial role.
True False
49. The CEO of KLR Communications Inc. holds a staff meeting to discuss a new business strategy. The CEO is acting in the role of resource allocator.
True False
50. When the Vice president approves the budget of a middle manager's department, the VP is acting as a Disseminator.
True False

51. When the CEO of a large company decides to expand internationally, they are acting in the role of Entrepreneur.
True False
52. A middle manager who has to stop everything to deal with a plumbing problem is acting as a Disturbance handler.
True False
53. Conceptual, Human, Technical and Strategic skills are the principal types of skills managers need to successfully perform their roles.
True False
54. Human skills are demonstrated by the ability to analyze and diagnose a situation.
True False
55. Technical skills are most utilized by top managers.
True False
56. First line managers use mostly human and technical skills.
True False
57. Technical skills are demonstrated by the ability to analyze and diagnose a situation.
True False
58. To manage interpersonal interactions effectively, people in organizations need to learn how to empathize with others.
True False
59. Effective managers use only two of the three sets of skills.
True False
60. Conceptual skills are used primarily by top managers in planning and organizing.
True False
61. Collections of people who work together and coordinate their actions to achieve goals are known as:
A. organizations
B. managers
C. roles
D. management
E. empowerment
62. Management is the _____, _____, _____, and _____ of resources to achieve goals effectively and efficiently.
A. Planning, Directing, Organizing, Leading
B. Planning, Organizing, Leading, Controlling
C. Planning, Controlling, Directing, Organizing
D. Planning, Controlling, Leading and Directing
E. Planning, Directing, Controlling, Leading
63. _____ are responsible for supervising the use of resources in an organization to ensure that goals are achieved.
A. Controllers
B. Employees
C. Self-managed teams
D. Managers
E. Strategists

64. An example of a resource is:
- A. people
 - B. machinery
 - C. raw material
 - D. skills
 - E. all these choices are correct
65. A measure of how well or productively resources are used to achieve a goal is known as:
- A. efficiency
 - B. effectiveness
 - C. organizational performance
 - D. strategy
 - E. planning
66. A measure of the appropriateness of the goals an organization is pursuing and the degree to which the organization achieves these goals is known as:
- A. efficiency
 - B. effectiveness
 - C. organizational performance
 - D. strategy
 - E. planning
67. In order to attract new customers, McDonald's decided to add breakfast to its menu. This was an attempt to improve the organization's:
- A. efficiency
 - B. planning
 - C. effectiveness
 - D. strategy
 - E. objectives
68. Company A produces a low quality product, which customers did not purchase. This is an example of:
- A. low efficiency | high effectiveness
 - B. low efficiency | low effectiveness
 - C. high efficiency | high effectiveness
 - D. high efficiency | low effectiveness
 - E. all these choices are incorrect
69. The manager decided to produce a high quality product, which ultimately made good use of the organization's resources; however, the product did not sell well. This is an example of:
- A. low efficiency | high effectiveness
 - B. low efficiency | low effectiveness
 - C. high efficiency | high effectiveness
 - D. high efficiency | low effectiveness
 - E. all these choices are incorrect
70. A manager who chooses the right goals to pursue but does a poor job of using resources to achieve these goals is said to have:
- A. low efficiency | high effectiveness
 - B. low efficiency | low effectiveness
 - C. high efficiency | high effectiveness
 - D. high efficiency | low effectiveness
 - E. all these choices are incorrect

71. A manager who chooses inappropriate goals, but makes good use of resources to pursue these goals is said to have:
- A. low efficiency | high effectiveness
 - B. high efficiency | low effectiveness
 - C. low efficiency | low effectiveness
 - D. high efficiency | high effectiveness
 - E. all these choices are incorrect
72. The four essential managerial functions are:
- A. planning, organizing, leading, and controlling
 - B. planning, organizing, demonstrating, and controlling
 - C. planning, strategizing, demonstrating, and controlling
 - D. planning, empowering, organizing, and controlling
 - E. planning, leading, controlling, and empowering
73. The process used to identify and select appropriate goals, courses of action and allocation of resources, is known as:
- A. planning
 - B. organizing
 - C. leading
 - D. controlling
 - E. strategizing
74. In order to increase sales of a particular product, the president of Intel made a number of decisions concerning what organizational goals to pursue, what actions to take, and how to use the company's resources to achieve its goals. This is an example of:
- A. strategy
 - B. leading
 - C. organizing
 - D. motivating
 - E. structure
75. The process used to establish a structure of working relationships that allow organizational members to work together in order to achieve organizational goals is known as:
- A. planning
 - B. organizing
 - C. leading
 - D. controlling
 - E. strategizing
76. The outcome of planning is:
- A. the creation of an organizational structure
 - B. strategy
 - C. empowerment
 - D. controlling
 - E. demonstrating
77. The outcome of organizing is:
- A. the creation of an organizational structure
 - B. strategy
 - C. empowerment
 - D. controlling
 - E. demonstrating

78. When managers articulate a clear vision in order to energize and enable members to understand the part they play in achieving organizational goals, this is known as:
- A. planning
 - B. empowering
 - C. leading
 - D. organizing
 - E. controlling
79. The process of evaluating how well an organization is achieving its goals and taking action to maintain or improve its performance when standards are not met, is known as:
- A. planning
 - B. empowering
 - C. leading
 - D. organizing
 - E. controlling
80. When the vice president of finance compares the current financial statement to the budget, in which function is he or she engaged?
- A. controlling
 - B. planning
 - C. organizing
 - D. leading
 - E. motivating
81. When the vice president of sales establishes a formal system of task and reporting relationships within their department, in which function is he or she engaged?
- A. controlling
 - B. planning
 - C. organizing
 - D. leading
 - E. motivating
82. Which type of manager focuses on the specific activities involved in the day-to-day production of goods and services?
- A. CEO
 - B. top managers
 - C. middle managers
 - D. first-line managers
 - E. all of these choices are correct
83. Which type of manager is responsible for the effective management of organizational resources?
- A. CEO
 - B. top managers
 - C. middle managers
 - D. first-line managers
 - E. all of these choices are correct
84. Which type of manager would decide how employees should be organized to allow for the best use of resources?
- A. CEO
 - B. top managers
 - C. middle managers
 - D. first-line managers
 - E. all of these choices are correct

85. Which type of manager has cross-departmental responsibilities?
- A. department Heads
 - B. top managers
 - C. middle managers
 - D. first-line managers
 - E. all of these choices are correct
86. Which of the following is not a responsibility of top managers?
- A. Train new employees
 - B. Carry out the organizational vision
 - C. Establish organizational goals
 - D. Decide how different departments should interact
 - E. Monitor how well middle managers are using resources to achieve goals
87. A top management team is composed of all but which of the following managers?
- A. CEO
 - B. President
 - C. Vice president(s)
 - D. Heads of departments
 - E. Direct supervisors
88. Top managers spend most of their time on:
- A. Leading and Controlling
 - B. Planning and Organizing
 - C. Organizing and Controlling
 - D. Planning and Leading
 - E. Leading and Organizing
89. Middle managers spend the least amount of time on:
- A. Planning
 - B. Organizing
 - C. Directing
 - D. Leading
 - E. Controlling
90. First-line managers spend most of their time performing which of the managerial functions:
- A. Planning
 - B. Organizing
 - C. Directing
 - D. Leading
 - E. Controlling
91. When Air Canada reduced the number of middle managers, this was an example of:
- A. restructuring
 - B. innovation
 - C. leading
 - D. empowerment
 - E. planning
92. When Bombardier sold its recreational vehicle division in order to reduce debt, this was an example of:
- A. restructuring
 - B. innovation
 - C. leading
 - D. empowerment
 - E. planning

93. Which of the following is an example of restructuring?
- A. reducing the number of upper level managers
 - B. reducing the number of middle managers
 - C. Downsizing by closing plants
 - D. Eliminating first line managers and non-managerial personnel by outsourcing the production of a product
 - E. all these choices are correct
94. The manager of an expensive restaurant is authorized to provide a free bottle of wine to a customer who legitimately complains about poor service. This is an example of:
- A. innovation
 - B. empowerment
 - C. self managed teams
 - D. TQ
 - E. controlling
95. When a first-line manager is given the authority to stop the assembly line because of the large number of defects found by the inspectors, this is called:
- A. restructuring
 - B. empowerment
 - C. downsizing
 - D. conceptual skills
 - E. technical skills
96. Groups of employees who supervise their own activities and monitor the quality of the goods and services they provide are called:
- A. Self-managed teams
 - B. Restructuring
 - C. Empowerment
 - D. Force multiplier
 - E. Command and control
97. Henry Mintzberg grouped _____ roles into _____ broad categories:
- A. 12, 4
 - B. 10, 3
 - C. 7, 3
 - D. 12, 3
 - E. all these choices are incorrect
98. When the president of Wal-Mart decided to expand into Canada, the president was acting in which type of role?
- A. entrepreneur
 - B. negotiator
 - C. liaison
 - D. disturbance handler
 - E. spokesperson
99. Following his decision to expand into Canada, the president of Wal-Mart delivered a speech to the Canadian Chamber of Commerce to inform Canadian business people about the organization's future intentions. The president was acting in which type of role?
- A. entrepreneur
 - B. negotiator
 - C. liaison
 - D. disturbance handler
 - E. spokesperson

100. Which of the following roles does NOT fit into the broad category of "decisional"?
- A. entrepreneur
 - B. disturbance handler
 - C. liaison
 - D. resource allocator
 - E. negotiator
101. A manager who cuts the ribbon at the opening of a new corporate headquarters in Toronto is performing which role in the organization?
- A. liaison
 - B. leader
 - C. figurehead
 - D. disseminator
 - E. spokesperson
102. When the president of McDonalds informs the local community about the organization's future investments in the economy, in which role is he primarily acting?
- A. spokesperson
 - B. disseminator
 - C. leader
 - D. liaison
 - E. entrepreneur
103. Which role is the president of the company performing when he communicates the organization's vision to employees?
- A. spokesperson
 - B. disseminator
 - C. leader
 - D. liaison
 - E. entrepreneur
104. A middle manager that has to stop everything to deal with a plumbing problem is acting as a(n):
- A. Entrepreneur
 - B. Disturbance handler
 - C. Liaison
 - D. Resource allocator
 - E. Negotiator
105. According to Mintzberg, what business needs are _____ managers.
- A. Calculating
 - B. Arrogant
 - C. Analytical
 - D. Heroic
 - E. Theatrical
106. Which managers utilize conceptual skills the most?
- A. top managers
 - B. middle managers
 - C. first-line managers
 - D. supervisors
 - E. hourly workers
107. The ability to analyze and diagnose a situation and to distinguish between cause and effect is known as:
- A. human skills
 - B. conceptual skills
 - C. technical skills
 - D. negotiating skills
 - E. organizing skills

108. The ability to understand, alter, lead, and control the behaviour of other individuals is known as:
- A. human skills
 - B. conceptual skills
 - C. technical skills
 - D. negotiating skills
 - E. organizing skills
109. When Brian Toda of Scotiabank allows his employees to use his office space, he is demonstrating that he possesses _____ skills.
- A. human skills
 - B. conceptual skills
 - C. technical skills
 - D. negotiating skills
 - E. organizing skills
110. An analyst who prepares the cash forecast for the department using Microsoft Excel is exemplifying:
- A. human skills
 - B. abstract skills
 - C. technical skills
 - D. negotiating skills
 - E. interpersonal skills
111. _____ are the job-specific knowledge and techniques that are required to perform an organizational role:
- A. Human skills
 - B. Conceptual skills
 - C. Technical skills
 - D. Negotiating skills
 - E. Organizing skills
112. Which type of managers would require the least technical skills?
- A. middle managers
 - B. first-line managers
 - C. supervisors
 - D. hourly workers
 - E. top managers
113. What sets managers apart from other people in organizations? Using examples, show how managers can utilize the resources of the organization to efficiently and effectively achieve organizational goals.
114. Discuss how managers affect organizational performance.

115. Identify and describe the four essential managerial functions.

116. Identify and discuss the primary responsibilities of the three levels of management.

117. Mintzberg described ten managerial roles that managers play within the organization. Identify these ten specific roles and give an example of each.

118. Mintzberg grouped ten major roles that managers play into three broad categories - interpersonal, informational, and decisional. Discuss one of these categories in detail including the specific roles found in this category.

119. According to the text, the utilization of conceptual, human, and technical skills depends on the manager's position in the hierarchy. Discuss.

120. Identify and discuss three of the "human skills" that a good manager needs to possess. For each, give a realistic business example of how a manager could use each of these three skills.

1 Key

1. Opposable thinking is integrative thinking.
(p. 4) **TRUE**

*Difficulty: Easy
Jones - Chapter 01 #1
Learning Objective: 1*

2. The most effective managers succeed because they are unable to adapt and adjust to new organizational contexts.
(p. 4) **FALSE**

*Difficulty: Easy
Jones - Chapter 01 #2
Learning Objective: 1*

3. Management is the planning, organizing, leading and controlling of resources to achieve goals effectively and efficiently.
(p. 5) **TRUE**

*Difficulty: Easy
Jones - Chapter 01 #3
Learning Objective: 1*

4. Managers are found in all types of organizations.
(p. 5) **TRUE**

*Difficulty: Easy
Jones - Chapter 01 #4
Learning Objective: 1*

5. Employees are sometimes asked to assume managerial functions.
(p. 5) **TRUE**

*Difficulty: Moderate
Jones - Chapter 01 #5
Learning Objective: 1*

6. Organizational resources are assets such as people, machinery, raw materials, information, skills and financial capital.
(p. 5) **TRUE**

*Difficulty: Easy
Jones - Chapter 01 #6
Learning Objective: 1*

7. A measure of how efficiently and effectively a managers uses resources to achieve a goal or satisfy customers is known as organizational performance.
(p. 5) **TRUE**

*Difficulty: Moderate
Jones - Chapter 01 #7
Learning Objective: 1*

8. The result of low efficiency and high effectiveness might be a product that customers want, but that is too expensive for them buy.
(p. 5) **TRUE**

*Difficulty: Moderate
Jones - Chapter 01 #8
Learning Objective: 1*

9. An example of high efficiency and high effectiveness is when a manager produces a high quality product that customers do not want to buy.
(p. 5) **FALSE**

*Difficulty: Moderate
Jones - Chapter 01 #9
Learning Objective: 1*

10. (p. 5) An example of high effectiveness and low efficiency is when a manager produces a product that customers want at a quality and price that they can afford.
FALSE
*Difficulty: Moderate
Jones - Chapter 01 #10
Learning Objective: 1*
11. (p. 6) Organizations are efficient when managers minimize the amount of resources used to produce goods or services.
TRUE
*Difficulty: Easy
Jones - Chapter 01 #11
Learning Objective: 1*
12. (p. 7) The four essential managerial functions are planning, organizing, selling, and controlling.
FALSE
*Difficulty: Easy
Jones - Chapter 01 #12
Learning Objective: 2*
13. (p. 8) Planning is establishing task and authority relationships that allow people to work together to achieve organizational goals.
FALSE
*Difficulty: Easy
Jones - Chapter 01 #13
Learning Objective: 2*
14. (p. 8) The outcome of planning is the creation of organizational structure.
FALSE
*Difficulty: Easy
Jones - Chapter 01 #14
Learning Objective: 2*
15. (p. 8) A cluster of decisions about what organizational goals to pursue, what actions to take, and how to use resources to achieve those goals is called a strategy.
TRUE
*Difficulty: Easy
Jones - Chapter 01 #15
Learning Objective: 2*
16. (p. 8) The outcome of organizing is the creation of organizational structure.
TRUE
*Difficulty: Easy
Jones - Chapter 01 #16
Learning Objective: 2*
17. (p. 8) The type of organizational culture determines how resources can best be used to create goods and services.
FALSE
*Difficulty: Easy
Jones - Chapter 01 #17
Learning Objective: 2*
18. (p. 8) The outcome of leadership is a high level of motivation and commitment among organizational members.
TRUE
*Difficulty: Easy
Jones - Chapter 01 #18
Learning Objective: 2*
19. (p. 8) Leadership depends on the use of power, influence, vision, persuasion and communication.
TRUE
*Difficulty: Easy
Jones - Chapter 01 #19
Learning Objective: 2*

20. Evaluating how well an organization is achieving its goals is known as strategizing.

(p. 9) **FALSE**

*Difficulty: Easy
Jones - Chapter 01 #20
Learning Objective: 2*

21. Controlling involves evaluating how well the organization is achieving its goals and taking action to improve performance if standards are not being met.

(p. 9) **TRUE**

*Difficulty: Easy
Jones - Chapter 01 #21
Learning Objective: 2*

22. The outcome of the control process is the ability to measure performance accurately and regulate efficiency and effectiveness.

(p. 9) **TRUE**

*Difficulty: Easy
Jones - Chapter 01 #22
Learning Objective: 2*

23. Large organizations depend on four levels of managers.

(p. 11) **FALSE**

*Difficulty: Easy
Jones - Chapter 01 #23
Learning Objective: 3*

24. First line managers are responsible for the daily supervision of non-managerial employees.

(p. 11) **TRUE**

*Difficulty: Easy
Jones - Chapter 01 #24
Learning Objective: 3*

25. The head nurse in the pediatric department in the hospital would be classified as a first line manager.

(p. 12) **TRUE**

*Difficulty: Easy
Jones - Chapter 01 #25
Learning Objective: 3*

26. Middle managers supervise the first-line managers and report to top management.

(p. 13) **TRUE**

*Difficulty: Easy
Jones - Chapter 01 #26
Learning Objective: 3*

27. Middle managers are responsible for organizing the resources of the organization to best carry out its goals.

(p. 13) **TRUE**

*Difficulty: Easy
Jones - Chapter 01 #27
Learning Objective: 3*

28. The principal of a primary school is an example of a middle manager.

(p. 13) **TRUE**

*Difficulty: Easy
Jones - Chapter 01 #28
Learning Objective: 3*

29. The chief mechanic overseeing a crew of mechanics in the service department of a new car dealership would be classified as a middle manager.

(p. 13) **FALSE**

*Difficulty: Easy
Jones - Chapter 01 #29
Learning Objective: 3*

30. Middle managers are responsible for finding the best way to use resources to achieve organizational objectives.
(p. 13) **TRUE**
- Difficulty: Easy*
Jones - Chapter 01 #30
Learning Objective: 3
31. Top managers are responsible for their own individual departments.
(p. 13) **FALSE**
- Difficulty: Moderate*
Jones - Chapter 01 #31
Learning Objective: 3
32. A top management team includes the CEO, the President, department heads and first line managers.
(p. 13) **FALSE**
- Difficulty: Moderate*
Jones - Chapter 01 #32
Learning Objective: 3
33. Top managers devote most of their time to leading and controlling.
(p. 14) **FALSE**
- Difficulty: Easy*
Jones - Chapter 01 #33
Learning Objective: 3
34. Top managers devote most of their time to planning and organizing.
(p. 14) **TRUE**
- Difficulty: Easy*
Jones - Chapter 01 #34
Learning Objective: 3
35. First line managers spend more time planning than leading.
(p. 14) **FALSE**
- Difficulty: Easy*
Jones - Chapter 01 #35
Learning Objective: 3
36. Middle managers spend most of their time planning, organizing and leading.
(p. 14) **TRUE**
- Difficulty: Easy*
Jones - Chapter 01 #36
Learning Objective: 3
37. Restructuring involves downsizing an organization by eliminating the jobs of only middle level managers.
(p. 14) **FALSE**
- Difficulty: Moderate*
Jones - Chapter 01 #37
Learning Objective: 3
38. Many organizations have taken steps to empower employees and develop self-managed teams to reduce costs and improve quality.
(p. 14) **TRUE**
- Difficulty: Moderate*
Jones - Chapter 01 #38
Learning Objective: 3
39. Empowerment reduces the employee's tasks and responsibilities.
(p. 14) **FALSE**
- Difficulty: Easy*
Jones - Chapter 01 #39
Learning Objective: 3
40. Empowerment increases the tasks and responsibilities of employees without increasing their authority and accountability.
(p. 14) **FALSE**
- Difficulty: Easy*
Jones - Chapter 01 #40
Learning Objective: 3

41. Self-managed teams monitor the quality of the goods and services they provide but do not supervise their own activities.
(p. 15) **FALSE**
*Difficulty: Easy
Jones - Chapter 01 #41
Learning Objective: 3*
42. Managerial hierarchies have not changed in the last 20 years.
(p. 15) **FALSE**
*Difficulty: Moderate
Jones - Chapter 01 #42
Learning Objective: 3*
43. Frederick Taylor detailed ten specific roles that managers undertake.
(p. 18) **FALSE**
*Difficulty: Easy
Jones - Chapter 01 #43
Learning Objective: 4*
44. Henry Mintzberg grouped ten managerial roles into three broad categories: interpersonal, informational, and decisional.
(p. 18) **TRUE**
*Difficulty: Moderate
Jones - Chapter 01 #44
Learning Objective: 4*
45. In the role of spokesperson, a manager transmits information to other members of the organization to influence their work attitudes.
(p. 20) **FALSE**
*Difficulty: Moderate
Jones - Chapter 01 #45
Learning Objective: 4*
46. The four roles that managers play when they are making decisions, are Entrepreneur, Disturbance handler, Resource allocator and Figurehead.
(p. 18) **FALSE**
*Difficulty: Moderate
Jones - Chapter 01 #46
Learning Objective: 4*
47. When a manager cuts the ribbon at the ceremony of the opening of the new facility, the manager is acting as a Figurehead.
(p. 19) **TRUE**
*Difficulty: Moderate
Jones - Chapter 01 #47
Learning Objective: 4*
48. Creating an alliance with a firm that supplies the company with raw materials is an example of the liaison managerial role.
(p. 19) **TRUE**
*Difficulty: Moderate
Jones - Chapter 01 #48
Learning Objective: 4*
49. The CEO of KLR Communications Inc. holds a staff meeting to discuss a new business strategy. The CEO is acting in the role of resource allocator.
(p. 19) **FALSE**
*Difficulty: Moderate
Jones - Chapter 01 #49
Learning Objective: 4*
50. When the Vice president approves the budget of a middle manager's department, the VP is acting as a Disseminator.
(p. 20) **FALSE**
*Difficulty: Moderate
Jones - Chapter 01 #50
Learning Objective: 4*

51. When the CEO of a large company decides to expand internationally, they are acting in the role of Entrepreneur.
(p. 20) **TRUE**
*Difficulty: Moderate
Jones - Chapter 01 #51
Learning Objective: 4*
52. A middle manager who has to stop everything to deal with a plumbing problem is acting as a Disturbance handler.
(p. 20) **TRUE**
*Difficulty: Moderate
Jones - Chapter 01 #52
Learning Objective: 4*
53. Conceptual, Human, Technical and Strategic skills are the principal types of skills managers need to successfully perform their roles.
(p. 16) **FALSE**
*Difficulty: Easy
Jones - Chapter 01 #53
Learning Objective: 4*
54. Human skills are demonstrated by the ability to analyze and diagnose a situation.
(p. 16) **FALSE**
*Difficulty: Moderate
Jones - Chapter 01 #54
Learning Objective: 4*
55. Technical skills are most utilized by top managers.
(p. 16) **FALSE**
*Difficulty: Moderate
Jones - Chapter 01 #55
Learning Objective: 4*
56. First line managers use mostly human and technical skills.
(p. 16) **TRUE**
*Difficulty: Easy
Jones - Chapter 01 #56
Learning Objective: 4*
57. Technical skills are demonstrated by the ability to analyze and diagnose a situation.
(p. 16) **FALSE**
*Difficulty: Easy
Jones - Chapter 01 #57
Learning Objective: 4*
58. To manage interpersonal interactions effectively, people in organizations need to learn how to empathize with others.
(p. 16) **TRUE**
*Difficulty: Moderate
Jones - Chapter 01 #58
Learning Objective: 4*
59. Effective managers use only two of the three sets of skills.
(p. 16) **FALSE**
*Difficulty: Easy
Jones - Chapter 01 #59
Learning Objective: 4*
60. Conceptual skills are used primarily by top managers in planning and organizing.
(p. 16) **TRUE**
*Difficulty: Easy
Jones - Chapter 01 #60
Learning Objective: 4*

61. Collections of people who work together and coordinate their actions to achieve goals are known as:
(p. 5)
- A.** organizations
 - B. managers
 - C. roles
 - D. management
 - E. empowerment

Difficulty: Easy
Jones - Chapter 01 #61
Learning Objective: 1

62. Management is the _____, _____, _____, and _____ of resources to achieve goals effectively and efficiently.
(p. 5)
- A. Planning, Directing, Organizing, Leading
 - B.** Planning, Organizing, Leading, Controlling
 - C. Planning, Controlling, Directing, Organizing
 - D. Planning, Controlling, Leading and Directing
 - E. Planning, Directing, Controlling, Leading

Difficulty: Easy
Jones - Chapter 01 #62
Learning Objective: 1

63. _____ are responsible for supervising the use of resources in an organization to ensure that goals are achieved.
(p. 5)
- A. Controllers
 - B. Employees
 - C. Self-managed teams
 - D.** Managers
 - E. Strategists

Difficulty: Easy
Jones - Chapter 01 #63
Learning Objective: 1

64. An example of a resource is:
(p. 5)
- A. people
 - B. machinery
 - C. raw material
 - D. skills
 - E.** all these choices are correct

Difficulty: Easy
Jones - Chapter 01 #64
Learning Objective: 1

65. A measure of how well or productively resources are used to achieve a goal is known as:
(p. 6)
- A.** efficiency
 - B. effectiveness
 - C. organizational performance
 - D. strategy
 - E. planning

Difficulty: Easy
Jones - Chapter 01 #65
Learning Objective: 1

66. A measure of the appropriateness of the goals an organization is pursuing and the degree to which the organization achieves these goals is known as:
(p. 6)
- A. efficiency
 - B.** effectiveness
 - C. organizational performance
 - D. strategy
 - E. planning

Difficulty: Easy
Jones - Chapter 01 #66
Learning Objective: 1

67. In order to attract new customers, McDonald's decided to add breakfast to its menu. This was an attempt to improve the organization's:
- A. efficiency
 - B. planning
 - C. effectiveness**
 - D. strategy
 - E. objectives

Difficulty: Moderate
Jones - Chapter 01 #67
Learning Objective: 1

68. Company A produces a low quality product, which customers did not purchase. This is an example of:
- A. low efficiency | high effectiveness
 - B. low efficiency | low effectiveness**
 - C. high efficiency | high effectiveness
 - D. high efficiency | low effectiveness
 - E. all these choices are incorrect

Difficulty: Hard
Jones - Chapter 01 #68
Learning Objective: 1

69. The manager decided to produce a high quality product, which ultimately made good use of the organization's resources; however, the product did not sell well. This is an example of:
- A. low efficiency | high effectiveness
 - B. low efficiency | low effectiveness
 - C. high efficiency | high effectiveness
 - D. high efficiency | low effectiveness**
 - E. all these choices are incorrect

Difficulty: Hard
Jones - Chapter 01 #69
Learning Objective: 1

70. A manager who chooses the right goals to pursue but does a poor job of using resources to achieve these goals is said to have:
- A. low efficiency | high effectiveness**
 - B. low efficiency | low effectiveness
 - C. high efficiency | high effectiveness
 - D. high efficiency | low effectiveness
 - E. all these choices are incorrect

Difficulty: Hard
Jones - Chapter 01 #70
Learning Objective: 1

71. A manager who chooses inappropriate goals, but makes good use of resources to pursue these goals is said to have:
- A. low efficiency | high effectiveness
 - B. high efficiency | low effectiveness**
 - C. low efficiency | low effectiveness
 - D. high efficiency | high effectiveness
 - E. all these choices are incorrect

Difficulty: Hard
Jones - Chapter 01 #71
Learning Objective: 1

72. The four essential managerial functions are:
- A. planning, organizing, leading, and controlling**
 - B. planning, organizing, demonstrating, and controlling
 - C. planning, strategizing, demonstrating, and controlling
 - D. planning, empowering, organizing, and controlling
 - E. planning, leading, controlling, and empowering

Difficulty: Easy
Jones - Chapter 01 #72
Learning Objective: 2

73. The process used to identify and select appropriate goals, courses of action and allocation of resources, is known as:
- (p. 8)
- A.** planning
 - B. organizing
 - C. leading
 - D. controlling
 - E. strategizing

Difficulty: Easy
Jones - Chapter 01 #73
Learning Objective: 2

74. In order to increase sales of a particular product, the president of Intel made a number of decisions concerning what organizational goals to pursue, what actions to take, and how to use the company's resources to achieve its goals. This is an example of:
- (p. 8)
- A.** strategy
 - B. leading
 - C. organizing
 - D. motivating
 - E. structure

Difficulty: Moderate
Jones - Chapter 01 #74
Learning Objective: 2

75. The process used to establish a structure of working relationships that allow organizational members to work together in order to achieve organizational goals is known as:
- (p. 8)
- A. planning
 - B.** organizing
 - C. leading
 - D. controlling
 - E. strategizing

Difficulty: Easy
Jones - Chapter 01 #75
Learning Objective: 2

76. The outcome of planning is:
- (p. 8)
- A. the creation of an organizational structure
 - B.** strategy
 - C. empowerment
 - D. controlling
 - E. demonstrating

Difficulty: Hard
Jones - Chapter 01 #76
Learning Objective: 2

77. The outcome of organizing is:
- (p. 8)
- A.** the creation of an organizational structure
 - B. strategy
 - C. empowerment
 - D. controlling
 - E. demonstrating

Difficulty: Easy
Jones - Chapter 01 #77
Learning Objective: 2

78. When managers articulate a clear vision in order to energize and enable members to understand the part they play in achieving organizational goals, this is known as:
- (p. 8)
- A. planning
 - B. empowering
 - C.** leading
 - D. organizing
 - E. controlling

Difficulty: Easy
Jones - Chapter 01 #78
Learning Objective: 2

79. The process of evaluating how well an organization is achieving its goals and taking action to maintain or improve its performance when standards are not met, is known as:
- (p. 9)
- A. planning
 - B. empowering
 - C. leading
 - D. organizing
 - E. controlling**

Difficulty: Easy
Jones - Chapter 01 #79
Learning Objective: 2

80. When the vice president of finance compares the current financial statement to the budget, in which function is he or she engaged?
- (p. 9)
- A. controlling**
 - B. planning
 - C. organizing
 - D. leading
 - E. motivating

Difficulty: Moderate
Jones - Chapter 01 #80
Learning Objective: 2

81. When the vice president of sales establishes a formal system of task and reporting relationships within their department, in which function is he or she engaged?
- (p. 8)
- A. controlling
 - B. planning
 - C. organizing**
 - D. leading
 - E. motivating

Difficulty: Moderate
Jones - Chapter 01 #81
Learning Objective: 2

82. Which type of manager focuses on the specific activities involved in the day-to-day production of goods and services?
- (p. 12)
- A. CEO
 - B. top managers
 - C. middle managers
 - D. first-line managers**
 - E. all of these choices are correct

Difficulty: Easy
Jones - Chapter 01 #82
Learning Objective: 2

83. Which type of manager is responsible for the effective management of organizational resources?
- (p. 12)
- A. CEO
 - B. top managers
 - C. middle managers**
 - D. first-line managers
 - E. all of these choices are correct

Difficulty: Easy
Jones - Chapter 01 #83
Learning Objective: 3

84. Which type of manager would decide how employees should be organized to allow for the best use of resources?
- (p. 13)
- A. CEO
 - B. top managers
 - C. middle managers**
 - D. first-line managers
 - E. all of these choices are correct

Difficulty: Moderate
Jones - Chapter 01 #84
Learning Objective: 3

85. Which type of manager has cross-departmental responsibilities?

(p. 13)

- A. department Heads
- B. top managers**
- C. middle managers
- D. first-line managers
- E. all of these choices are correct

Difficulty: Moderate
Jones - Chapter 01 #85
Learning Objective: 3

86. Which of the following is not a responsibility of top managers?

(p. 13)

- A. Train new employees**
- B. Carry out the organizational vision
- C. Establish organizational goals
- D. Decide how different departments should interact
- E. Monitor how well middle managers are using resources to achieve goals

Difficulty: Moderate
Jones - Chapter 01 #86
Learning Objective: 3

87. A top management team is composed of all but which of the following managers?

(p. 13)

- A. CEO
- B. President
- C. Vice president(s)
- D. Heads of departments
- E. Direct supervisors**

Difficulty: Easy
Jones - Chapter 01 #87
Learning Objective: 3

88. Top managers spend most of their time on:

(p. 14)

- A. Leading and Controlling
- B. Planning and Organizing**
- C. Organizing and Controlling
- D. Planning and Leading
- E. Leading and Organizing

Difficulty: Easy
Jones - Chapter 01 #88
Learning Objective: 3

89. Middle managers spend the least amount of time on:

(p. 14)

- A. Planning
- B. Organizing
- C. Directing
- D. Leading
- E. Controlling**

Difficulty: Easy
Jones - Chapter 01 #89
Learning Objective: 3

90. First-line managers spend most of their time performing which of the managerial functions:

(p. 14)

- A. Planning
- B. Organizing
- C. Directing
- D. Leading**
- E. Controlling

Difficulty: Easy
Jones - Chapter 01 #90
Learning Objective: 3

91. When Air Canada reduced the number of middle managers, this was an example of:

(p. 14)

- A.** restructuring
- B. innovation
- C. leading
- D. empowerment
- E. planning

Difficulty: Moderate
Jones - Chapter 01 #91
Learning Objective: 3

92. When Bombardier sold its recreational vehicle division in order to reduce debt, this was an example of:

(p. 14)

- A.** restructuring
- B. innovation
- C. leading
- D. empowerment
- E. planning

Difficulty: Hard
Jones - Chapter 01 #92
Learning Objective: 3

93. Which of the following is an example of restructuring?

(p. 14)

- A. reducing the number of upper level managers
- B. reducing the number of middle managers
- C. Downsizing by closing plants
- D. Eliminating first line managers and non-managerial personnel by outsourcing the production of a product
- E.** all these choices are correct

Difficulty: Hard
Jones - Chapter 01 #93
Learning Objective: 3

94. The manager of an expensive restaurant is authorized to provide a free bottle of wine to a customer who legitimately complains about poor service. This is an example of:

(p. 14)

- A. innovation
- B.** empowerment
- C. self managed teams
- D. TQ
- E. controlling

Difficulty: Hard
Jones - Chapter 01 #94
Learning Objective: 3

95. When a first-line manager is given the authority to stop the assembly line because of the large number of defects found by the inspectors, this is called:

(p. 14)

- A. restructuring
- B.** empowerment
- C. downsizing
- D. conceptual skills
- E. technical skills

Difficulty: Moderate
Jones - Chapter 01 #95
Learning Objective: 3

96. Groups of employees who supervise their own activities and monitor the quality of the goods and services they provide are called:

(p. 15)

- A.** Self-managed teams
- B. Restructuring
- C. Empowerment
- D. Force multiplier
- E. Command and control

Difficulty: Easy
Jones - Chapter 01 #96
Learning Objective: 3

97. Henry Mintzberg grouped _____ roles into _____ broad categories:
(p. 18)
A. 12, 4
B. 10, 3
C. 7, 3
D. 12, 3
E. all these choices are incorrect

Difficulty: Moderate
Jones - Chapter 01 #97
Learning Objective: 4

98. When the president of Wal-Mart decided to expand into Canada, the president was acting in which type of role?
(p. 18)
A. entrepreneur
B. negotiator
C. liaison
D. disturbance handler
E. spokesperson

Difficulty: Hard
Jones - Chapter 01 #98
Learning Objective: 4

99. Following his decision to expand into Canada, the president of Wal-Mart delivered a speech to the Canadian Chamber of Commerce to inform Canadian business people about the organization's future intentions. The president was acting in which type of role?
(p. 18)
A. entrepreneur
B. negotiator
C. liaison
D. disturbance handler
E. spokesperson

Difficulty: Hard
Jones - Chapter 01 #99
Learning Objective: 4

100. Which of the following roles does NOT fit into the broad category of "decisional"?
(p. 20)
A. entrepreneur
B. disturbance handler
C. liaison
D. resource allocator
E. negotiator

Difficulty: Hard
Jones - Chapter 01 #100
Learning Objective: 4

101. A manager who cuts the ribbon at the opening of a new corporate headquarters in Toronto is performing which role in the organization?
(p. 19)
A. liaison
B. leader
C. figurehead
D. disseminator
E. spokesperson

Difficulty: Moderate
Jones - Chapter 01 #101
Learning Objective: 4

102. When the president of McDonalds informs the local community about the organization's future investments in the economy, in which role is he primarily acting?
(p. 20)
A. spokesperson
B. disseminator
C. leader
D. liaison
E. entrepreneur

Difficulty: Moderate
Jones - Chapter 01 #102
Learning Objective: 4

103. Which role is the president of the company performing when he communicates the organization's vision to employees?
(p. 19)
- A. spokesperson
 - B. disseminator**
 - C. leader
 - D. liaison
 - E. entrepreneur

Difficulty: Moderate
Jones - Chapter 01 #103
Learning Objective: 4

104. A middle manager that has to stop everything to deal with a plumbing problem is acting as a(n):
(p. 20)
- A. Entrepreneur
 - B. Disturbance handler**
 - C. Liaison
 - D. Resource allocator
 - E. Negotiator

Difficulty: Moderate
Jones - Chapter 01 #104
Learning Objective: 4

105. According to Mintzberg, what business needs are _____ managers.
(p. 17)
- A. Calculating
 - B. Arrogant
 - C. Analytical
 - D. Heroic**
 - E. Theatrical

Difficulty: Moderate
Jones - Chapter 01 #105
Learning Objective: 4

106. Which managers utilize conceptual skills the most?
(p. 16)
- A. top managers**
 - B. middle managers
 - C. first-line managers
 - D. supervisors
 - E. hourly workers

Difficulty: Moderate
Jones - Chapter 01 #106
Learning Objective: 4

107. The ability to analyze and diagnose a situation and to distinguish between cause and effect is known as:
(p. 16)
- A. human skills
 - B. conceptual skills**
 - C. technical skills
 - D. negotiating skills
 - E. organizing skills

Difficulty: Easy
Jones - Chapter 01 #107
Learning Objective: 4

108. The ability to understand, alter, lead, and control the behaviour of other individuals is known as:
(p. 16)
- A. human skills**
 - B. conceptual skills
 - C. technical skills
 - D. negotiating skills
 - E. organizing skills

Difficulty: Easy
Jones - Chapter 01 #108
Learning Objective: 4

109. When Brian Toda of Scotiabank allows his employees to use his office space, he is demonstrating that he possesses _____ skills.
(p. 15)
- A. human skills
 - B. conceptual skills
 - C. technical skills
 - D. negotiating skills
 - E. organizing skills

Difficulty: Hard
Jones - Chapter 01 #109
Learning Objective: 4

110. An analyst who prepares the cash forecast for the department using Microsoft Excel is exemplifying:
(p. 16)
- A. human skills
 - B. abstract skills
 - C. technical skills
 - D. negotiating skills
 - E. interpersonal skills

Difficulty: Moderate
Jones - Chapter 01 #110
Learning Objective: 4

111. _____ are the job-specific knowledge and techniques that are required to perform an organizational role:
(p. 16)
- A. Human skills
 - B. Conceptual skills
 - C. Technical skills
 - D. Negotiating skills
 - E. Organizing skills

Difficulty: Easy
Jones - Chapter 01 #111
Learning Objective: 4

112. Which type of managers would require the least technical skills?
(p. 16)
- A. middle managers
 - B. first-line managers
 - C. supervisors
 - D. hourly workers
 - E. top managers

Difficulty: Moderate
Jones - Chapter 01 #112
Learning Objective: 4

113. What sets managers apart from other people in organizations? Using examples, show how managers can utilize the resources of the organization to efficiently and effectively achieve organizational goals.
(p. 5)

Managers are responsible for directly supervising the work of other groups (other managers and/or nonmanagerial employees) within an organization. They must use the resources of the organizations, including human resources, physical machinery, raw materials, information, skills and financial capital efficiently and effectively to accomplish organizational goals. Resources are used efficiently when managers minimize their use in production such that customers can afford to purchase the good or service. Resources are used effectively when they are put toward accomplishing an appropriate goal that results in producing goods and services that customers want to buy, thereby giving the organization a competitive advantage. An example of efficiency is when McDonalds develops an innovative deep fryer that uses 30% less oil and speeds up the cooking of French fries. An example of effectiveness is when McDonalds decided to expand its products to include breakfast food and hence increased the number of customers.

Difficulty: Moderate
Jones - Chapter 01 #113
Learning Objective: 1

114. Discuss how managers affect organizational performance.
(p. 5)

Organizations exist to provide goods and services that customers desire. Organizational performance is how efficiently and effectively managers use resources to satisfy customers and achieve organizational goals. Efficiency is a measure of how well resources are used to achieve a goal. Organizations increase their efficiency when managers reduce the amount of resources or time needed to produce a given amount of goods. A manager's responsibility is to ensure that an organization and its members perform all the activities that are needed to provide goods and services to customers as efficiently as possible. Effectiveness is a measure of the appropriateness of the goals selected by managers. Effectiveness is measured by the degree to which an organization has achieved its goals. Managers strive to make decisions that are both effective and efficient.

*Difficulty: Moderate
Jones - Chapter 01 #114
Learning Objective: 2*

115. Identify and describe the four essential managerial functions.
(p. 7-9)

The four functions of management are planning, organizing, leading, and controlling. Planning refers to the identification and the selection of appropriate goals and courses of action (strategy); organizing refers to the structuring of working relationships in a way that allows organizational members to work together to achieve organizational goals; leading refers to the articulation of a clear vision and the energizing and enabling of organizational members so that they understand the part they play in achieving organizational goals; and controlling refers to the evaluation of how well an organization is achieving its goals, and the engagement in actions to maintain or improve performance when standards are not met.

*Difficulty: Moderate
Jones - Chapter 01 #115
Learning Objective: 2*

116. Identify and discuss the primary responsibilities of the three levels of management.
(p. 11-15)

The three levels of management are first-line managers, middle managers, and top managers. First-line managers are responsible for the daily supervision, training and performance appraisal of nonmanagerial employees. Middle managers are responsible for monitoring the forces in the task environment, finding the best way to use resources to achieve organizational goals and supervise first-line managers. Top managers monitor the threats and opportunities in the general environment, set the vision and mission, establish organizational goals, develop strategy to achieve the goals, decide how departments should interact, and monitor the performance of middle managers. They are accountable for the entire organization.

*Difficulty: Moderate
Jones - Chapter 01 #116
Learning Objective: 3*

117. Mintzberg described ten managerial roles that managers play within the organization. Identify these ten specific roles and give an example of each.
(p. 18)

1. Figure head; 2. Leader; 3. Liaison; 4. Monitor; 5. Disseminator; 6. Spokesperson; 7. Entrepreneur; 8. Disturbance handler; 9. Resource allocator; and 10. Negotiator. Examples will vary. See the answer to question 125 for more detail.

*Difficulty: Moderate
Jones - Chapter 01 #117
Learning Objective: 4*

118. Mintzberg grouped ten major roles that managers play into three broad categories - interpersonal, informational, and decisional. Discuss one of these categories in detail including the specific roles found in this category.
(p. 18-20)

The first broad category is interpersonal roles. Interpersonal roles are those assumed to effectively coordinate organizational employees and provide direction and supervision. As a *figurehead*, the manager symbolizes an organization and what it seeks to achieve. As a *leader*, the manager encourages subordinates to perform through his or her power obtained from formal authority and personal behaviour. In the *liaison role*, managers coordinate activities of people inside and outside the organization. Informational roles are the second broad category. Informational roles are associated with the tasks necessary to obtain and transmit information. As a *monitor*, the manager analyzes information from internal and external environments. In the *disseminator role*, the manager transmits information to others in the organization to influence attitudes and behaviour. In the *spokesperson role*, a manager promotes the organization to positively influence the way people inside and outside the organization respond to it. Decisional roles, the last broad category, are associated with the methods managers use to plan strategy and use resources. In the *entrepreneurial role*, the manager decides which projects to initiate and how to invest resources. As a *disturbance handler*, a manager handles an unexpected event that threatens the organization. As a *resource allocator*, the manager decides how to allocate people and resources. In the *negotiator role*, a manager negotiates solutions between people and groups.

Difficulty: Moderate
Jones - Chapter 01 #118
Learning Objective: 4

119. According to the text, the utilization of conceptual, human, and technical skills depends on the manager's position in the hierarchy. Discuss.
(p. 19)

As managers travel up the hierarchy, they engage in more planning and organizing functions which rely heavily on conceptual skills. Middle managers tend to use human skills to a greater degree than top management because they directly supervise and motivate first line managers, and are accountable to top managers. Middle managers are primarily responsible for coordinating resources to implement goals set by top managers, i.e., organizing and therefore must possess a balance of all three sets of skills, while first line managers utilize human and technical skills (specialized job-related knowledge) when they motivate and train nonmanagerial employees.

Difficulty: Hard
Jones - Chapter 01 #119
Learning Objective: 4

120. Identify and discuss three of the "human skills" that a good manager needs to possess. For each, give a realistic business example of how a manager could use each of these three skills.
(p. 20)

Human skills include:

1. understand (empathizing, valuing differences, sensitivity, listening)
2. altering (influencing people to change)
3. leading (motivating, challenging)
4. controlling the behaviours of other individuals and groups. Examples will vary.

Difficulty: Moderate
Jones - Chapter 01 #120
Learning Objective: 4

1 Summary

<u>Category</u>	<u># of Questions</u>
Difficulty: Easy	60
Difficulty: Hard	13
Difficulty: Moderate	47
Jones - Chapter 01	120
Learning Objective: 1	23
Learning Objective: 2	23
Learning Objective: 3	36
Learning Objective: 4	38