

ch1

Student: _____

1. Management is the art of getting things done through people in organizations.
True False
2. One function of management in the twenty-first century is producing.
True False
3. Choosing goals is part of the formal planning process.
True False
4. Only senior managers engage in formal planning.
True False
5. Lower-level managers use planning to develop overall strategies for an organization.
True False
6. Managers at all levels in an organization spend a lot of time strategizing.
True False
7. Strategizing involves constantly thinking through strategic alternatives.
True False
8. An incentive is a factor that motivates individuals to pursue a particular course of action.
True False
9. Strategizing involves thinking about how changes in the external environment impact the organization.
True False
10. Starbucks' entry into music retailing was a result of a formal planning process.
True False
11. Strategy is implemented through planning.
True False
12. Managers are only found at the very top levels of an organization.
True False
13. Frontline managers are responsible for the overall performance of an organization.
True False

14. Frontline managers manage employees who are themselves not managers.
True False
15. A multidivisional management hierarchy would place business-level general managers above corporate-level general managers.
True False
16. In a multidivisional enterprise, the CEO formulates strategies that span businesses.
True False
17. GE is a multidivisional enterprise with four main levels of management.
True False
18. One of the functions of Jeffery Immelt, the CEO of General Electric is to set a vision for the entire company. For example, Mr. Immelt is pushing GE into environmentally friendly technologies.
True False
19. As CEO of General Electric, Mr. Immelt is likely to sit on GE's board of directors.
True False
20. The business and corporate-levels of managers are the same at Starbucks, since Starbucks is in only one business.
True False
21. The journey into management typically begins when people are successful at a specialist task for which they were initially hired.
True False
22. To be a successful manager people must be able to get things done through other people.
True False
23. Only people with a management degree can pursue a career in management.
True False
24. Initially new managers often believe that their job is to exercise formal authority over others while continuing to do the specialist work they had been doing before they were promoted to a management position.
True False
25. According to the work of Mintzberg, a day in the life of an average manager is one filled with long stretches of time to reflect on the goals of the organization.
True False
26. As a manager, formal authority is an important source of power.
True False

27. The most demanding issues that managers encounter in their first year on the job are "people challenges."
True False
28. A good manager can get things done by the power they wield.
True False
29. Managers need to establish trust and credibility with their subordinates, peers, and bosses before they can influence them.
True False
30. Managers have two sets of responsibilities: agenda setting for their team, and network building within the organization.
True False
31. At Microsoft, even when specialists become frontline managers their management skills are not as important as their technical skills in fulfilling their responsibilities.
True False
32. One name for a frontline manager at Microsoft is a development lead.
True False
33. According to Harvard Professor Linda Hill, there is an enormous difference between new managers' expectations and the reality of life as a manager.
True False
34. Jeremy is an outstanding accountant. He was recently promoted to manage five other accountants, even though he has some trouble communicating with people. Because of his outstanding talent in accounting, Jeremy will likely succeed as an accounting manager.
True False
35. Mintzberg's three management roles include interpersonal roles, decisional roles, and informational roles.
True False
36. Interpersonal roles are roles that involve interacting with other people inside and outside the organization.
True False
37. Informational management roles are concerned with collecting, processing, and disseminating information.
True False
38. Entrepreneurial management behavior can only occur in small firms.
True False

39. For managerial success the leader role is probably far more important than the figurehead role.
True False
40. Mintzberg's management model does not tell us much about how to perform the management roles he suggests.
True False
41. As a manager, the role of leader is distinct from the role of spokesperson.
True False
42. When a frontline manager welcomes new staff they are acting as a liaison.
True False
43. When Rose Marie Bravo, CEO of Burberry repositioned the firm as a hip high-end brand she was acting in a leadership role.
True False
44. Whereas interpersonal roles deal with people and informational roles deal with action, decisional roles deal with knowledge.
True False
45. Skills, values, and motivational preferences are competencies that allow managers to perform their jobs more effectively.
True False
46. Conceptual skills are the foundation for strategizing and organizing.
True False
47. Technical skills allow people to strategize.
True False
48. The demand for technical skills diminishes as a manager is promoted up the management hierarchy.
True False
49. Human skills go beyond interacting effectively with others and include the manager's self-awareness and self-management.
True False
50. In order to meet the needs of subordinates, managers use human skills. However managers need to avoid overusing these skills as the organizational objectives suffer when the needs of subordinates are managed.
True False
51. It's not important as a manager to lead by example, since in any case employees must do what the manager says.
True False

52. Human skills are more important than technical and conceptual skills when it comes to distinguishing between successful and mediocre managers.
- True False
53. The stabilizing effect of values improves the consistency of managers' decisions and actions.
- True False
54. Ed Dunlap, the chief operating officer of Wild Oats Markets, relies on technical skills such as in-store operations and merchandising to do his job.
- True False
55. Microsoft found that great software programmers make great managers primarily due to their outstanding human skills.
- True False
56. Jeffery Immelt, the current CEO of General Electric, was one of three managers groomed by Jack Welch to succeed him as CEO. Each of the three understood that if one of the other executives won the top job, the other two would likely leave GE. Nonetheless all three continued to compete. Sure enough, when Immelt won the competition to become CEO, the other two left GE. This suggests that successful managers have a desire to compete for management jobs.
- True False
57. Successful managers exercise a personalized power orientation rather than a socialized power orientation.
- True False
58. As a manager, if you have to choose between someone with a staggering IQ and someone with a lower IQ who is absolutely determined to succeed, you'll always do better with the first person.
- True False
59. The activity, which is the art of getting things done through people in organizations is:
- A. finance.
 - B. marketing.
 - C. management.
 - D. accounting.
60. In the twenty-first century the four functions of management are:
- A. monitoring, organizing, suggesting, and accommodating employees.
 - B. planning, organizing, controlling, and leading employees.
 - C. planning, organizing, suggesting, and accommodating employees.
 - D. monitoring, suggesting, journaling, and accommodating employees.
61. Planning includes:
- A. suggesting problems.
 - B. group consensus.
 - C. allocating responsibility.
 - D. strategizing.

62. An action that managers take to attain the goal of an organization is called a(n):
- A. organizational consensus.
 - B. strategy.
 - C. competency.
 - D. goal commitment.
63. Which of the following is NOT included in "organizing" as a part of management?
- A. choosing goals
 - B. deciding who within the organization will perform what tasks
 - C. deciding where decisions will be made
 - D. choosing who reports to whom
64. In a business, organizing typically involves dividing the enterprise into sub-units based on:
- A. the manager's expertise.
 - B. functional tasks.
 - C. geography.
 - D. the customer base.
65. Controlling requires managers to:
- A. decide where decisions will be made.
 - B. choose goals.
 - C. compare performance against the plan.
 - D. obtain incentives.
66. A factor, monetary or non-monetary, that motivates individuals to pursue a particular course of action is called a(n):
- A. plan.
 - B. corporate requirement.
 - C. negative solution.
 - D. incentive.
67. The process of motivating, influencing, and directing others in the organization to work productively in pursuit of organization goals is called:
- A. planning.
 - B. organizing.
 - C. controlling.
 - D. leading.
68. _____ entails articulating a grand strategic vision for an organization and becoming a tireless advocate for that vision.
- A. Planning
 - B. Organizing
 - C. Controlling
 - D. Leading
69. Developing employees includes which of the following?
- A. planning for their retirement
 - B. firing them
 - C. hiring them
 - D. deciding their vacation schedule

70. The collective skills and motivations of a firm's employees is called its:
- A. employee skill base.
 - B. human capital.
 - C. human equity.
 - D. working capital.
71. Which of the following is true of good managers?
- A. Managers can transform organizations.
 - B. Managers keep the organization steady by doing things the same way all the time.
 - C. Managers make sure that ordinary people don't accomplish more than they can handle.
 - D. Managers cannot change the world.
72. Don MacKinnon, the person in charge of "Hear Music" has been given goals related to the rollout and sales of this subsidiary of Starbucks. His success at implementing the strategy will be assessed by comparing actual performance against the goals. This comparison is known as:
- A. planning.
 - B. organizing.
 - C. controlling.
 - D. implementing.
73. Rose Marie Bravo was thought of as a great manager in part because she was very good at persuading other employees to accept her transformational strategic vision for Burberry, and she excelled at motivating, influencing, and directing people. In other words, she was exceptional at:
- A. planning.
 - B. organizing.
 - C. leading.
 - D. controlling.
74. MTV CEO Judy McGrath is faced with remaking her TV empire, as more of the younger target audience moves to podcasting and streaming video. To continue the success of 25-year-old MTV, McGrath will need to continue looking for the next new trend. A friend suggests McGrath listens and accepts good ideas, regardless of where they come from. McGrath says if she has been "smart or lucky at one thing it has been picking good people." This suggests that one key to her success has been:
- A. planning.
 - B. organizing.
 - C. controlling.
 - D. leading and developing.

75. Ginger is quite good at her job. She is in charge of marketing to the consumer products industry for a mid-sized firm. She has been pleased with her current job because she can focus on what she does best--planning and executing advertising. She works from her home and only occasionally needs to communicate with her immediate superior. She always gets her work done on time and sends in a report to her boss showing where she met her objectives and where she needs to improve after every project. While she is part of a team, she feels she has never been very good at explaining to others what she does, nor of thinking of ways to help others do their jobs better. Cristy is also good at her job. She is also in the marketing department of this mid-sized firm, in charge of targeting the IT segment of the market. Cristy is not always as creative as Ginger in the concepts she develops but she is an excellent communicator. In fact, she has gotten the sales force to see how important it is to use the marketing department in helping them sell the product. She always has detailed facts available to support her points, so people find it easy to follow her recommendations. You are the superior of both of these women. You need to promote one of them to the position of Marketing Director, a post that requires working across the company with many other people in different positions, and that has several people reporting directly to this position. Based on the above, would you promote Ginger or Cristy and why?
- A. Ginger because she is very organized.
 - B. Ginger because she is a great planner.
 - C. Cristy because she can persuade people that the task is worthy of their effort.
 - D. Cristy because she can find detailed facts within the organization.
76. The three main types of managers include:
- A. general, specific, and frontline managers.
 - B. general, functional, and frontline managers.
 - C. general, specific, and detailed managers.
 - D. general, functional, and detailed managers.
77. General managers are found at the _____ level.
- A. corporate and business
 - B. divisional
 - C. sub-unit
 - D. outside
78. The principle general manager at the corporate-level is the:
- A. CEO.
 - B. CFO.
 - C. COO.
 - D. CIO.
79. The _____ exercises control over divisions, monitoring their performance.
- A. CEO
 - B. CFO
 - C. COO
 - D. CIO
80. The CEO reports to:
- A. the President.
 - B. directly to each individual shareholder.
 - C. the board of directors.
 - D. the New York Stock Exchange.

81. _____ translate(s) the overall strategic vision for the corporation into concrete strategies and plans for a business unit.
- A. Frontline managers
 - B. The CEO
 - C. Business-level general managers
 - D. Functional managers
82. _____ organize(s) operations within a division, deciding how best to divide tasks into functions and departments.
- A. Functional managers
 - B. Frontline managers
 - C. The COO
 - D. Business-level general managers
83. A manager that is responsible for human resources is a _____ manager.
- A. corporate general
 - B. business-level general
 - C. functional
 - D. frontline
84. _____ manage employees who are themselves not managers.
- A. Corporate general managers
 - B. Business-level general managers
 - C. Functional managers
 - D. Frontline managers
85. Furthest down the management hierarchy within a function are:
- A. corporate managers.
 - B. frontline managers.
 - C. organization managers.
 - D. detail managers.
86. Most complex organizations have a _____ number of frontline managers.
- A. corporate-dictated and specific
 - B. large
 - C. small
 - D. convenient
87. _____ plan how best to perform the tasks of their team, none of whom manages other people.
- A. Corporate-level general managers
 - B. Business-level general managers
 - C. Functional managers
 - D. Frontline managers
88. A management hierarchy for General Electric would show _____ managers between business-level general managers and frontline managers.
- A. corporate-level general
 - B. detailed level
 - C. functional
 - D. developmental

89. Because GE is organized into different divisions, one for each business, it is known as a:
- A. poorly managed firm.
 - B. multidivisional enterprise.
 - C. multi-business unit.
 - D. multi-corporate concern.
90. A marketing manager is not responsible for the:
- A. overall performance of the organization.
 - B. development of functional strategies.
 - C. plans in their area that help fulfill the strategic objectives set by the CEO.
 - D. provision of much of the information that makes it possible for business and corporate-level general managers to formulate strategies.
91. A supply chain manager who is responsible for departments such as warehousing, transportation, inventory control, and customer service is a:
- A. corporate general manager.
 - B. business-level general manager.
 - C. functional manager.
 - D. front-level manager.
92. A BP manager who is in charge of an oil-drilling rig, manned by people who explore for oil in the North Sea is a:
- A. corporate-level manager.
 - B. business-level manager.
 - C. functional manager.
 - D. frontline manager.
93. Recently, MTV announced a deal in which MTV is teaming with Microsoft Corp. to launch a music download service called URGE. URGE will be a separate division within MTV. The manager of URGE will be responsible for its performance and will be a:
- A. corporate-level general manager.
 - B. business-level general manager.
 - C. functional manager.
 - D. frontline manager.
94. Judy McGrath is one of a few women who are at the top of big companies. She is responsible for the overall performance of MTV and recently decided to acquire an amateur short-film website IFILM Corp, a new business area for MTV. McGrath is a:
- A. corporate-level general manager.
 - B. business-level general manager.
 - C. functional manager.
 - D. frontline manager.
95. The first step in becoming a manager is usually:
- A. getting a formal degree in management.
 - B. being successful at a specialist task.
 - C. doing volunteer work to demonstrate a love of people.
 - D. doing the most unpleasant jobs to show willingness to work.

96. New managers often struggle with the:
- A. great deal of formal authority they are given.
 - B. solitude of being in charge.
 - C. fast-paced nature of the job.
 - D. lack of interruptions.
97. A day in the life of an average manager:
- A. is a lonely day.
 - B. is very repetitive.
 - C. involves significant interpersonal networking.
 - D. has long stretches of solitude used for reflecting on company problems.
98. As a manager, formal authority is:
- A. essential.
 - B. the way to get things done.
 - C. a very limited source of power.
 - D. a complete source of power.
99. The most demanding issues that managers encounter in their first year on the job all have to do with:
- A. learning the financial ratios of their department.
 - B. people challenges.
 - C. learning to interface with the government.
 - D. learning to scan the environment for things that would influence their business strategy.
100. Which of the following is required of a new manager?
- A. learning to influence subordinates, peers, and their own boss
 - B. establishing trust and credibility with their subordinates
 - C. using interpersonal interactions on the job to establish trust and credibility
 - D. All of the above are required of a new manager.
101. The managers in Professor Hill's study discovered that they had two sets of responsibilities:
- A. keeping formal authority and agenda setting for their team.
 - B. keeping formal authority and building networks within the organization.
 - C. building networks within the organization and setting agendas for their team.
 - D. setting agendas for their team and continuing to do an outstanding job with their personal technical skills.
102. During the first year on the job, new managers:
- A. learn to see themselves as a technical expert.
 - B. learn to see themselves as a functional specialist.
 - C. learn to see themselves as someone who gets things done through command and control.
 - D. learn to see themselves as someone who gets things done through their ability to influence and persuade others.
103. John DeVaun, senior Vice President of engineering excellence at Microsoft began his management career with Microsoft as a(n):
- A. software engineer who wrote code.
 - B. development lead who managed several software engineers.
 - C. director of software development.
 - D. manager of Microsoft's TV division.

104. A successful person in which of the following positions may be promoted to a management position?
- A. an accounting professional
 - B. an engineer
 - C. a scientist
 - D. All of the above may lead to successful management positions.
105. Which of the following was found to be true in Professor Linda Hill's study of newly appointed frontline managers?
- A. The appointment was seen as a demotion.
 - B. The new managers found that their job was to exercise formal authority and be "the boss."
 - C. The managers were able to continue doing the technical work they had been doing with more power and control.
 - D. The managers were in constant demand.
106. Henry Mintzberg's study of managers found that on average they processed _____ pieces of mail a day.
- A. no (The administrative assistant processed all of the mail.)
 - B. three (The remaining pieces of mail were junk mail and handled by the administrative assistant.)
 - C. twenty
 - D. thirty-six
107. John was an introvert, which served him well as he was an outstanding technical writer. Because of his writing abilities, his boss decided to promote him. At the beginning John was quite excited about the promotion because he believed that he would be able to devote even more time to technical writing since he could order his subordinates to complete certain tasks for him. He believed that managers could use their formal authority to get things done and that actually, the people who worked for him would know what to do since they were all quite bright. He closed himself in his office to write and sent memos to his staff when he needed something done to advance his own writing. Three months later he was demoted. Given the scenario above, why was John most likely demoted?
- A. solely because he was an introvert
 - B. because he did not follow through on agenda setting for his team and network building within the organization
 - C. because he did not devote enough time to technical writing
 - D. solely because he ordered his subordinates to complete certain tasks
108. Sara McQueen, a frontline manager of Maniac TV began her career writing stories for *Teen Love* magazine. Today she sends Blackberry messages to her staff well into the night and has, according to those in the know, declared a complete reworking of her team's assignment to better conform with the goals of the division. One of the things McQueen does well is to network with her team and her supervisor. She understands each team member's abilities and how they can contribute to the organization. She has also gotten to know her boss and the expectations she has of Sara and her team. Furthermore, she knows just who to go in the organization to help her solve problems and attain her goals. Given these facts, McQueen is likely a successful manager because:
- A. she is a workaholic.
 - B. she can accomplish many things at once.
 - C. she has set an agenda for the team and engages in network building in the company.
 - D. she is still a wonderful writer.
109. One of the earliest and most enduring descriptions of managerial roles comes from:
- A. Adam Smith.
 - B. Peter Drucker.
 - C. Jack Welsh.
 - D. Henry Mintzberg.

110. Mintzberg's management roles include:

- A. decisional, interpersonal, and visionary roles.
- B. decisional, collaborative, and informational roles.
- C. decisional, collaborative, and visionary roles.
- D. decisional, interpersonal, and informational roles.

111. Interpersonal managerial roles include those of:

- A. negotiator, resource allocator, and entrepreneur.
- B. figurehead, leader, and liaison.
- C. monitor, disseminator, and spokesperson.
- D. negotiator, leader, and spokesperson.

112. Decisional managerial roles include those of:

- A. negotiator, resource allocator, and entrepreneur.
- B. figurehead, leader, and liaison.
- C. monitor, disseminator, and spokesperson.
- D. negotiator, leader, and spokesperson.

113. Informational managerial roles include those of:

- A. figurehead, leader, and liaison.
- B. negotiator, resource allocator, and entrepreneur.
- C. monitor, disseminator, and spokesperson.
- D. negotiator, leader, and spokesperson.

114. Interpersonal managerial roles involve:

- A. collecting information from sources both inside and outside the organization.
- B. interacting with other people inside and outside the organization.
- C. making decisions and ensuring that those decisions are put into action.
- D. working alone on the organization's vision so that it can be implemented by people in the organization.

115. As a figurehead, a manager will do which of the following?

- A. represent the company at community events
- B. articulate a strategic vision for the organization
- C. scan the environment
- D. deliver specific information to individuals and groups located outside their department or organization

116. One of the central tasks of the managerial leadership role is to give their organization:

- A. a sense of direction and purpose.
- B. the ability to run the firm without them.
- C. information about the environment.
- D. a sense of always having to be on guard.

117. As a liaison, a manager has an important purpose to:

- A. scan the environment.
- B. build a network of relationships outside of their immediate unit.
- C. inform the staff about the company's role.
- D. send information to other departments.

118. As part of their informational management role, Mintzberg found that managers spend _____ percent of their time collecting, processing, and disseminating information.
- A. 10
 - B. 40
 - C. 65
 - D. 90
119. Which of the following is true of the informational managerial role?
- A. Managers scan the environment both inside and outside the firm.
 - B. Managers rely upon both formal and informal channels to collect information.
 - C. Managers regularly inform staff about the company's direction.
 - D. All of the above are true of the informational managerial role.
120. When managers deliver specific information to stockholders they are acting in a _____ role.
- A. disseminator
 - B. liaison
 - C. spokesperson
 - D. monitor
121. In their role as _____ managers must make sure that their organizations innovate and change when necessary.
- A. entrepreneur
 - B. monitor
 - C. resource allocator
 - D. spokesperson
122. Disturbance handling is about dealing with:
- A. expected problems as they arise.
 - B. rowdy employees.
 - C. unexpected problems if and when they arise.
 - D. the news media.
123. Managers who are successful at negotiating can:
- A. lower input costs.
 - B. strike better deals with customers.
 - C. better organize their own subordinates.
 - D. do all of the above.
124. One limitation of Mintzberg's model of managerial roles is:
- A. the model tells us what managers do, but not what they should do.
 - B. the model does not include other important roles for managers.
 - C. the model is context dependent.
 - D. All of the above are limitations of Mintzberg's model.
125. Mintzberg's work on managerial roles tells us how:
- A. managers behave and what they do.
 - B. managers behave and what they should do.
 - C. to solve management problems.
 - D. managers should behave and what they should do.

126. When Atlanta-based Chick-fil-A restaurants open a new location, it gives a year's worth of free meal coupons to the first 100 customers. Big crowds will camp outside the restaurant before opening day in the hope of getting these coupons. Chick-fil-A CEO Dan Cathy joins them, camping outside the night before opening, chatting with the crowds, and signaling the grand opening by blowing his trumpet. By doing this Cathy is acting as a _____ for Chick-fil-A.
- A. liaison
 - B. leader
 - C. figurehead
 - D. disseminator
127. When Microsoft CEO Steve Ballmer reviews competitive, technological, and regulatory trends in the markets in which Microsoft competes, he is acting in a(n):
- A. interpersonal role.
 - B. decisional role.
 - C. informational role.
 - D. visionary role.
128. In a spokesperson managerial role, a CEO may persuade investment analysts that his or her company is pursuing a good strategy. What is the likely outcome of this?
- A. The analysts may write a favorable investment report that leads to an increase in the company's stock price.
 - B. The analysts may write a favorable investment report that leads to a decrease in the company's stock price.
 - C. The analysts may write a favorable investment report that increases the difficulty of raising new capital.
 - D. The analysts may write a favorable investment report that makes it difficult to issue new stock.
129. Mary owns Mary's Cookies and she has been enjoying a 10% sales increase each month. In forecasting for the next day's sales she bakes 10% more cookies but the sales never materialize and the cookies pile up. Additionally, one of her best salespeople left for a better job. As Mary deals with these situations she is acting in the role of:
- A. disturbance handler.
 - B. spokesperson.
 - C. liaison.
 - D. entrepreneur.
130. Mike Haverty, CEO of Kansas City Southern Railway (KCSR) has a regular conference call with investment analysts to explain the current strategy of the company. In addition, he strategizes regularly with CEOs of trucking companies that are KCSR partners, and watches the revenues of KCSR each day. Mr. Haverty is assuming which of the following managerial roles?
- A. spokesperson, negotiator, disturbance handler
 - B. leader, figurehead, monitor
 - C. monitor, spokesperson, resource allocator
 - D. spokesperson, liaison, monitor

131. Carla owns a small chain of card shops and is currently speaking with one of her landlords about renewing a lease. She would like to have new air conditioning installed and is willing to pay a small amount more each month for that. Her landlord seems open to the idea but wants more information from Carla. The landlord at first proposed additional rent without the air conditioning. After getting off the phone with the landlord, she finds that one of only two staff members in one of the stores is ill and needs to go home so she calls a replacement and offers to take the sick employee's place until the replacement can arrive. Carla is assuming::
- A. the roles of figurehead and disturbance handler.
 - B. the roles of negotiator and disseminator.
 - C. the roles of interpersonal and informational.
 - D. decisional managerial roles.
132. Competencies include:
- A. skills, IQ, and values.
 - B. skills, IQ, and motivational preferences.
 - C. IQ, values, and motivation.
 - D. skills, values, and motivational preferences.
133. Managerial skills include:
- A. ethical behavior.
 - B. technical skills.
 - C. espoused skills.
 - D. personalized power orientating skills.
134. A manager that has the ability to "see the big picture" is said to have:
- A. conceptual managerial skills.
 - B. technical managerial skills.
 - C. motivational competencies.
 - D. human motivation.
135. Conceptual skills are paramount in _____ positions.
- A. top management
 - B. mid-level management
 - C. functional management
 - D. frontline management
136. Technical skills enable managers to perform specific activities such as:
- A. mastery of specific equipment.
 - B. correctly following technical procedures.
 - C. overseeing employees with technical expertise.
 - D. all of the above activities.
137. Which of the following is true of the human skills required by managers?
- A. the ability to improve employee wellbeing even though the organizational objectives are not met
 - B. only working well within the manager's own unit
 - C. reconciling the needs and goals of their own team members with the needs of customers, suppliers, and others outside the organization
 - D. interacting effectively with others without considering the manager's self-awareness and self-management

138. The type of skill that differentiates successful from mediocre managers is _____ skill.
- A. conceptual
 - B. technical
 - C. human
 - D. ethical
139. Stable, evaluative beliefs that guide our preferences for outcomes or courses of action are called:
- A. standards.
 - B. ethics.
 - C. laws.
 - D. values.
140. Values that actually guide behavior are called:
- A. espoused values.
 - B. enacted values.
 - C. shared values.
 - D. ethical values.
141. Values based on what people say is important to them are called:
- A. espoused values.
 - B. enacted values.
 - C. shared values.
 - D. ethical values.
142. Values held by several people are called:
- A. espoused values.
 - B. joint values.
 - C. shared values.
 - D. enacted values.
143. Shared values in an organization are important because:
- A. they create a sense of collective purpose.
 - B. loyalty and satisfaction are increased.
 - C. then employee actions are more likely to be consistent with an organization's objectives.
 - D. of all of the above reasons.
144. Values that society expects people to follow because they distinguish right from wrong in that society are called:
- A. espoused values.
 - B. joint values.
 - C. ethical values.
 - D. enacted values.
145. Managerial motivation includes which of the following characteristics?
- A. desire for fairness in promotion
 - B. desire to exercise power
 - C. desire to blend in
 - D. desire to maintain the status quo

146. When call center managers spend much of their time monitoring customer calls and giving employees feedback about how to improve their dialogue with customers in the future, these managers are using _____ skills.
- A. conceptual
 - B. technical
 - C. situational
 - D. ethical
147. When a manager is responsible for people across functional units, such as a manager of a manufacturing plant, they will rely less on _____ skills and more on _____ skills.
- A. technical; conceptual
 - B. conceptual; technical
 - C. human; technical
 - D. conceptual; situational
148. Apple CEO Steve Jobs spent all of his time on development of the iPod, even suggesting initial designs and features. Every day he would offer comments to the technical staff saying where the iPod project needed to be. This illustrates that even top-level managers may need strong _____ skills in order to execute their conceptual strategies.
- A. human
 - B. technical
 - C. ethical
 - D. administrative
149. Jonathon was a likeable manager that seemed to be able to get people to do what he wanted. He knew the "right people" in each part of the organization and they would always help him accomplish his goals. He soon was promoted because he used his power to further the organization's objectives. Jonathon had a(n):
- A. personalized power orientation.
 - B. ethical power orientation.
 - C. socialized power orientation.
 - D. management power orientation.
150. Marissa Mayer, Google's vice-president for search products is a trained programmer. To discover promising ideas for Google to pursue, she seeks out techies at the snack and coffee station outside her office and holds open office hours three times a week. When she communicates with technical people across the organization about their new ideas and motivates them to turn those ideas into products for Google, she is demonstrating her _____ skills.
- A. conceptual
 - B. technical
 - C. human
 - D. ethical

151. Just after the September 11 terrorist attacks, the airline industry nosedived. At the time Boeing Commercial Airplane CEO Alan R. Mulally was faced with declining orders for aircraft, and a competitor that overtook Boeing as the number one jet builder in the world. Mulally took on these challenges by incorporating new technology into the efficient Dreamliner jet, and launching a new version of the Jumbo Jet, resulting in a quadrupling of orders for the company. Rather than solely cut costs and be content with fewer airplane orders, Mulally came at the problem from a new direction. One strength that Mulally exhibited in this example was his:
- A. motivation to exercise his power.
 - B. personal desire to be different.
 - C. conceptual skill.
 - D. enacted values.
152. Describe the four functions of twenty-first century management.
153. Why is leading and developing employees considered to be the lynch pin of a managerial system that connects planning and strategizing, organizing, and controlling and creating incentives?
154. List and describe the three types of general managers.
155. What is the difference between a corporate-level general manager and a business-level general manager?

156.Explain the process by which Microsoft finds managers.

157.Explain the two sets of managerial responsibilities that first-time managers need to develop.

158.Describe Mintzberg's three categories of managerial roles.

159.Mintzberg's model of managerial roles is useful for what it tells us about the nature of managerial work. However it has some limitations. Describe three of the limitations of this model. (Students should discuss three of the following four limitations.)

160.Describe the managerial skills that are required of great managers.

161.Explain why values represent an important characteristic of successful managers.

ch1 Key

1. Management is the art of getting things done through people in organizations.

(p. 4)

TRUE

AG: 10
Hill - Chapter 01 #1
LG: 1
LL: 1

2. One function of management in the twenty-first century is producing.

(p. 4)

FALSE

AG: 10
Hill - Chapter 01 #2
LG: 1
LL: 1

3. Choosing goals is part of the formal planning process.

(p. 4)

TRUE

AG: 10
Hill - Chapter 01 #3
LG: 1
LL: 1

4. Only senior managers engage in formal planning.

(p. 4)

FALSE

AG: 10
Hill - Chapter 01 #4
LG: 1
LL: 1

5. Lower-level managers use planning to develop overall strategies for an organization.

(p. 4)

FALSE

AG: 10
Hill - Chapter 01 #5
LG: 1
LL: 1

6. Managers at all levels in an organization spend a lot of time strategizing.

(p. 5)

TRUE

AG: 10
Hill - Chapter 01 #6
LG: 1
LL: 1

7. Strategizing involves constantly thinking through strategic alternatives.

(p. 5)

TRUE

AG: 10
Hill - Chapter 01 #7
LG: 1
LL: 1

8. An incentive is a factor that motivates individuals to pursue a particular course of action.
(p. 6)

TRUE

AG: 10
Hill - Chapter 01 #8
LG: 1
LL: 1

9. Strategizing involves thinking about how changes in the external environment impact the organization.
(p. 5)

TRUE

Strategizing is the process of thinking through on a continual basis what strategies an organization should pursue to attain its goals. Strategizing involves being aware of and analyzing what competitors are doing, thinking about how changes in the external environment, such as changes in technology or government regulations, impact the organization, weighing the pros and cons of alternative strategies, anticipating how competitors might respond to these strategies, and deciding upon a course of action.

AG: 10
Hill - Chapter 01 #9
LG: 1
LL: 2

10. Starbucks' entry into music retailing was a result of a formal planning process.
(p. 5)

FALSE

Starbucks' entry into music retailing was not the result of a formal planning process. The company's journey into music retailing started in the late 1980s when Tim Jones, then the manager of Starbucks' store in Seattle's University Village, started to bring his own tapes of music compilations into the store to play. Soon Jones was getting requests for copies from customers. Jones suggested to Starbucks' CEO that Starbucks should sell its own music and eventually the CEO took up the suggestion.

AG: 10
Hill - Chapter 01 #10
LG: 1
LL: 2

11. Strategy is implemented through planning.
(p. 5)

FALSE

Strategy is implemented through organization. For example, to implement the strategy of expanding into online music, Howard Schultz, the Starbucks' CEO organized the expansion by setting up a separate unit, placing an executive in charge of that unit and giving him the task of rolling out the stores across the country.

AG: 10
Hill - Chapter 01 #11
LG: 1
LL: 2

12. Managers are only found at the very top levels of an organization.

(p. 7)

FALSE

AG: 10
Hill - Chapter 01 #12
LG: 2
LL: 1

13. Frontline managers are responsible for the overall performance of an organization.

(p. 7)

FALSE

AG: 10
Hill - Chapter 01 #13
LG: 2
LL: 1

14. Frontline managers manage employees who are themselves not managers.

(p. 7)

TRUE

AG: 10
Hill - Chapter 01 #14
LG: 2
LL: 1

15. A multidivisional management hierarchy would place business-level general managers above corporate-level general managers.

(p. 8;

figure 1.1)

FALSE

AG: 10
Hill - Chapter 01 #15
LG: 2
LL: 1

16. In a multidivisional enterprise, the CEO formulates strategies that span businesses.

(p. 8)

TRUE

AG: 10
Hill - Chapter 01 #16
LG: 2
LL: 1

17. GE is a multidivisional enterprise with four main levels of management.

(p. 7 - 8;

figure 1.1)

TRUE

General Electric is active in many different businesses and is organized into different divisions, one for each business, and each division has its own functions. GE is thus known as a multidivisional enterprise. It has four main levels of management: the corporate-level, the business-level, the functional level, and the frontline level.

AG: 10
Hill - Chapter 01 #17
LG: 2
LL: 2

18. One of the functions of Jeffery Immelt, the CEO of General Electric is to set a vision for the entire company. For example, Mr. Immelt is pushing GE into environmentally friendly technologies.

(p. 8)

TRUE

A CEO formulates strategies that span businesses, deciding for example, whether to enter new businesses or whether to exit from a business area. Immelt has articulated a grand vision for GE, which includes pushing GE into environmentally friendly technologies. Immelt is doing this because he thinks it makes good business sense.

AG: 10
Hill - Chapter 01 #18
LG: 2
LL: 2

19. As CEO of General Electric, Mr. Immelt is likely to sit on GE's board of directors.

(p. 9)

TRUE

The CEO of a corporation is the person who manages relationships with the people who own the company, its shareholders. The CEO reports to the board of directors, whose primary function is to make sure that the strategy of the company is consistent with the best interests of shareholders. The CEO also normally sits on the board, and spends considerable time describing the strategy of the company to shareholders.

AG: 10
Hill - Chapter 01 #19
LG: 2
LL: 2

20. The business and corporate-levels of managers are the same at Starbucks, since Starbucks is in only one business.

(p. 9)

TRUE

Within an organization that is active in just one line of business, such as Burberry or Starbucks, the business and corporate-level of managers are the same.

AG: 10
Hill - Chapter 01 #20
LG: 2
LL: 2

21. The journey into management typically begins when people are successful at a specialist task for which they were initially hired.

(p. 10)

TRUE

AG: 10
Hill - Chapter 01 #21
LG: 3
LL: 1

22. To be a successful manager people must be able to get things done through other people.

(p. 10)

TRUE

AG: 10
Hill - Chapter 01 #22
LG: 3
LL: 1

23. Only people with a management degree can pursue a career in management.

(p. 11)

FALSE

AG: 10
Hill - Chapter 01 #23
LG: 3
LL: 1

24. Initially new managers often believe that their job is to exercise formal authority over others while continuing to do the specialist work they had been doing before they were promoted to a management position.

(p. 11)

TRUE

AG: 10
Hill - Chapter 01 #24
LG: 3
LL: 1

25. According to the work of Mintzberg, a day in the life of an average manager is one filled with long stretches of time to reflect on the goals of the organization.

(p. 11)

FALSE

AG: 10
Hill - Chapter 01 #25
LG: 3
LL: 1

26. As a manager, formal authority is an important source of power.

(p. 11)

FALSE

AG: 10
Hill - Chapter 01 #26
LG: 3
LL: 1

27. The most demanding issues that managers encounter in their first year on the job are "people (p. 11 - 12) challenges."

TRUE

AG: 10
Hill - Chapter 01 #27
LG: 3
LL: 1

28. A good manager can get things done by the power they wield.

(p. 11 - 12)

FALSE

AG: 10
Hill - Chapter 01 #28
LG: 3
LL: 1

29. Managers need to establish trust and credibility with their subordinates, peers, and bosses before they can influence them.

(p. 12)

TRUE

AG: 10
Hill - Chapter 01 #29
LG: 3
LL: 1

30. Managers have two sets of responsibilities: agenda setting for their team, and network building within the organization.
(p. 12)

TRUE

AG: 10
Hill - Chapter 01 #30
LG: 3
LL: 1

31. At Microsoft, even when specialists become frontline managers their management skills are not as important as their technical skills in fulfilling their responsibilities.
(p. 10)

FALSE

When specialists become frontline managers their management skills are just as important as their technical skills in fulfilling their responsibilities.

AG: 10
Hill - Chapter 01 #31
LG: 3
LL: 2

32. One name for a frontline manager at Microsoft is a development lead.
(p. 10)

TRUE

Microsoft calls their frontline managers "development leads."

AG: 10
Hill - Chapter 01 #32
LG: 3
LL: 2

33. According to Harvard Professor Linda Hill, there is an enormous difference between new managers' expectations and the reality of life as a manager.
(p. 11)

TRUE

Professor Hill wanted to discover what it was like for functional specialists who had been newly appointed to management positions. She documented the enormous difference between these managers' expectations as they entered the job, and the reality they soon encountered.

AG: 10
Hill - Chapter 01 #33
LG: 3
LL: 2

34. Jeremy is an outstanding accountant. He was recently promoted to manage five other accountants, even though he has some trouble communicating with people. Because of his outstanding talent in accounting, Jeremy will likely succeed as an accounting manager.

FALSE

To be successful, managers have to learn how to influence subordinates, peers, and their own bosses, in order to get things done, and they have to establish trust and credibility with their subordinates, peers, and bosses before they can influence them. A stellar record as a star individual contributor is rarely enough; managers earn trust and credibility largely through interpersonal interactions on the job.

AG: 10
Hill - Chapter 01 #34
LG: 3
LL: 2

35. Mintzberg's three management roles include interpersonal roles, decisional roles, and informational roles.

(p. 12;
figure 1.2)

TRUE

AG: 10
Hill - Chapter 01 #35
LG: 4
LL: 1

36. Interpersonal roles are roles that involve interacting with other people inside and outside the organization.

(p. 13)

TRUE

AG: 10
Hill - Chapter 01 #36
LG: 4
LL: 1

37. Informational management roles are concerned with collecting, processing, and disseminating information.

(p. 14)

TRUE

AG: 10
Hill - Chapter 01 #37
LG: 4
LL: 1

38. Entrepreneurial management behavior can only occur in small firms.

(p. 15)

FALSE

AG: 10
Hill - Chapter 01 #38
LG: 4
LL: 1

39. For managerial success the leader role is probably far more important than the figurehead role.

(p. 16)

TRUE

AG: 10
Hill - Chapter 01 #39
LG: 4
LL: 1

40. Mintzberg's management model does not tell us much about how to perform the management roles he suggests.
(p. 16)

TRUE

AG: 10
Hill - Chapter 01 #40
LG: 4
LL: 1

41. As a manager, the role of leader is distinct from the role of spokesperson.
(p. 12)

FALSE

Mintzberg developed a list of roles that he grouped into three categories: interpersonal roles, informational roles, and decisional roles. Mintzberg emphasizes that managing is an integrated activity, so these roles are rarely distinct.

AG: 10
Hill - Chapter 01 #41
LG: 4
LL: 2

42. When a frontline manager welcomes new staff they are acting as a liaison.
(p. 13)

FALSE

Functional and frontline managers perform a variety of figurehead roles. They welcome new staff and help their team celebrate performance milestones, for example. In a liaison role, managers connect with people outside of their immediate unit such as managers of other units within the organization, or people outside of the organization such as suppliers.

AG: 10
Hill - Chapter 01 #42
LG: 4
LL: 2

43. When Rose Marie Bravo, CEO of Burberry repositioned the firm as a hip high-end brand she was acting in a leadership role.
(p. 13)

TRUE

One of the central tasks of leaders is to give their organization a sense of direction and purpose. They do this by identifying and articulating a strategic vision for the organization and then by motivating others to work towards this vision. This is what Rose Marie Bravo did at Burberry--she gave the organization a strategic vision, repositioning it as a hip high-end brand, and she engaged Burberry's employees in that vision.

AG: 10
Hill - Chapter 01 #43
LG: 4
LL: 2

44. (p. 15) Whereas interpersonal roles deal with people and informational roles deal with action, decisional roles deal with knowledge.

FALSE

The information collected through monitoring is directed toward discovering problems or opportunities, weighing the options, making decisions, and ensuring that those decisions are put into action. Whereas interpersonal roles deal with people and informational roles deal with knowledge, decisional roles deal with action.

AG: 10
Hill - Chapter 01 #44
LG: 4
LL: 2

45. (p. 16) Skills, values, and motivational preferences are competencies that allow managers to perform their jobs more effectively.

TRUE

AG: 10
Hill - Chapter 01 #45
LG: 5
LL: 1

46. (p. 17) Conceptual skills are the foundation for strategizing and organizing.

TRUE

AG: 10
Hill - Chapter 01 #46
LG: 5
LL: 1

47. (p. 17) Technical skills allow people to strategize.

FALSE

AG: 10
Hill - Chapter 01 #47
LG: 5
LL: 1

48. (p. 17) The demand for technical skills diminishes as a manager is promoted up the management hierarchy.

TRUE

AG: 10
Hill - Chapter 01 #48
LG: 5
LL: 1

49. (p. 18) Human skills go beyond interacting effectively with others and include the manager's self-awareness and self-management.

TRUE

AG: 10
Hill - Chapter 01 #49
LG: 5
LL: 1

50. In order to meet the needs of subordinates, managers use human skills. However managers need to avoid overusing these skills as the organizational objectives suffer when the needs of subordinates are managed.
(p. 18)

FALSE

AG: 10
Hill - Chapter 01 #50
LG: 5
LL: 1

51. It's not important as a manager to lead by example, since in any case employees must do what the manager says.
(p. 18)

FALSE

AG: 10
Hill - Chapter 01 #51
LG: 5
LL: 1

52. Human skills are more important than technical and conceptual skills when it comes to distinguishing between successful and mediocre managers.
(p. 19)

TRUE

AG: 10
Hill - Chapter 01 #52
LG: 5
LL: 1

53. The stabilizing effect of values improves the consistency of managers' decisions and actions.
(p. 19)

TRUE

AG: 10
Hill - Chapter 01 #53
LG: 5
LL: 1

54. Ed Dunlap, the chief operating officer of Wild Oats Markets, relies on technical skills such as in-store operations and merchandising to do his job.
(p. 17)

TRUE

Although the demand for technical skills diminishes as a manager is promoted up the hierarchy, they remain important for managers at all levels. Dunlap's promotion to chief operating officer required him to learn technical skills such as in-store operations and merchandising.

AG: 10
Hill - Chapter 01 #54
LG: 5
LL: 2

55. Microsoft found that great software programmers make great managers primarily due to their outstanding human skills.
(p. 17)

FALSE

Star employees are often promoted into management jobs due to their technical prowess, but many soon get into trouble because they lack the requisite human skills. A few years ago, this began to emerge as an endemic problem at Microsoft, where great software programmers, once promoted into management positions, all too often exhibited poor human skills.

AG: 10
Hill - Chapter 01 #55
LG: 5
LL: 2

56. Jeffery Immelt, the current CEO of General Electric, was one of three managers groomed by Jack Welch to succeed him as CEO. Each of the three understood that if one of the other executives won the top job, the other two would likely leave GE. Nonetheless all three continued to compete. Sure enough, when Immelt won the competition to become CEO, the other two left GE. This suggests that successful managers have a desire to compete for management jobs.
(p. 20)

TRUE

Managers are more successful when they are motivated to compete for management jobs. These tournaments are so pronounced in top-level jobs that we often read about executives leaving the company because they lost the tournament, as in the case of the two executives from GE. Effective managers thrive rather than wither in the face of this type of competition.

AG: 10
Hill - Chapter 01 #56
LG: 5
LL: 2

57. Successful managers exercise a personalized power orientation rather than a socialized power orientation.
(p. 20)

FALSE

Successful managers don't want power for personal gain or for the thrill one might experience from wielding power over others, called a personalized power orientation. Rather, good managers have a socialized power orientation. They accumulate power in order to accomplish organizational objectives.

AG: 10
Hill - Chapter 01 #57
LG: 5
LL: 2

58. As a manager, if you have to choose between someone with a staggering IQ and someone with a lower IQ who is absolutely determined to succeed, you'll always do better with the first person.

(p. 20)

FALSE

Larry Bossidy, former CEO of Honeywell and Allied Signal says that the bias for action is so important that "if you have to choose between someone with a staggering IQ...and someone with a lower IQ who is absolutely determined to succeed, you'll always do better with the second person."

AG: 10
Hill - Chapter 01 #58
LG: 5
LL: 2

59. The activity, which is the art of getting things done through people in organizations is:

(p. 4)

- A. finance.
- B. marketing.
- C.** management.
- D. accounting.

AG: 10
Hill - Chapter 01 #59
LG: 1
LL: 1

60. In the twenty-first century the four functions of management are:

(p. 4)

- A. monitoring, organizing, suggesting, and accommodating employees.
- B.** planning, organizing, controlling, and leading employees.
- C. planning, organizing, suggesting, and accommodating employees.
- D. monitoring, suggesting, journaling, and accommodating employees.

AG: 10
Hill - Chapter 01 #60
LG: 1
LL: 1

61. Planning includes:

(p. 4)

- A. suggesting problems.
- B. group consensus.
- C.** allocating responsibility.
- D. strategizing.

AG: 10
Hill - Chapter 01 #61
LG: 1
LL: 1

62. An action that managers take to attain the goal of an organization is called a(n):

(p. 4)

- A. organizational consensus.
- B.** strategy.
- C. competency.
- D. goal commitment.

AG: 10
Hill - Chapter 01 #62
LG: 1
LL: 1

63. Which of the following is NOT included in "organizing" as a part of management?

(p. 5)

- A. choosing goals
- B. deciding who within the organization will perform what tasks
- C. deciding where decisions will be made
- D. choosing who reports to whom

AG: 10
Hill - Chapter 01 #63
LG: 1
LL: 1

64. In a business, organizing typically involves dividing the enterprise into sub-units based on:

(p. 5)

- A. the manager's expertise.
- B. functional tasks.
- C. geography.
- D. the customer base.

AG: 10
Hill - Chapter 01 #64
LG: 1
LL: 1

65. Controlling requires managers to:

(p. 6)

- A. decide where decisions will be made.
- B. choose goals.
- C. compare performance against the plan.
- D. obtain incentives.

AG: 10
Hill - Chapter 01 #65
LG: 1
LL: 1

66. A factor, monetary or non-monetary, that motivates individuals to pursue a particular course of action is called a(n):

(p. 6)

- A. plan.
- B. corporate requirement.
- C. negative solution.
- D. incentive.

AG: 10
Hill - Chapter 01 #66
LG: 1
LL: 1

67. The process of motivating, influencing, and directing others in the organization to work productively in pursuit of organization goals is called:

(p. 6)

- A. planning.
- B. organizing.
- C. controlling.
- D. leading.

AG: 10
Hill - Chapter 01 #67
LG: 1
LL: 1

68. _____ entails articulating a grand strategic vision for an organization and becoming a tireless advocate for that vision.

(p. 6)

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

AG: 10
Hill - Chapter 01 #68
LG: 1
LL: 1

69. Developing employees includes which of the following?

(p. 6)

- A. planning for their retirement
- B. firing them
- C. hiring them**
- D. deciding their vacation schedule

AG: 10
Hill - Chapter 01 #69
LG: 1
LL: 1

70. The collective skills and motivations of a firm's employees is called its:

(p. 7)

- A. employee skill base.
- B. human capital.**
- C. human equity.
- D. working capital.

AG: 10
Hill - Chapter 01 #70
LG: 1
LL: 1

71. Which of the following is true of good managers?

(p. 4)

- A. Managers can transform organizations.**
- B. Managers keep the organization steady by doing things the same way all the time.
- C. Managers make sure that ordinary people don't accomplish more than they can handle.
- D. Managers cannot change the world.

Managers can give organizations a sense of purpose and direction. They can motivate "ordinary people to do extraordinary things" as Sam Walton would say. They can transform organizations, they can create new ways of producing and distributing goods and services, and they can change the very way the world works through their actions.

AG: 10
Hill - Chapter 01 #71
LG: 1
LL: 2

72. (p. 6) Don MacKinnon, the person in charge of "Hear Music" has been given goals related to the rollout and sales of this subsidiary of Starbucks. His success at implementing the strategy will be assessed by comparing actual performance against the goals. This comparison is known as:
- A. planning.
 - B. organizing.
 - C. controlling.
 - D. implementing.

Controlling is the process of monitoring performance against goals.

AG: 10
Hill - Chapter 01 #72
LG: 1
LL: 2

73. (p. 6) Rose Marie Bravo was thought of as a great manager in part because she was very good at persuading other employees to accept her transformational strategic vision for Burberry, and she excelled at motivating, influencing, and directing people. In other words, she was exceptional at:
- A. planning.
 - B. organizing.
 - C. leading.
 - D. controlling.

Leading is the process of motivating, influencing, and directing others in the organization to work productively in pursuit of organization goals.

AG: 10
Hill - Chapter 01 #73
LG: 1
LL: 2

74. (p. 6) MTV CEO Judy McGrath is faced with remaking her TV empire, as more of the younger target audience moves to podcasting and streaming video. To continue the success of 25-year-old MTV, McGrath will need to continue looking for the next new trend. A friend suggests McGrath listens and accepts good ideas, regardless of where they come from. McGrath says if she has been "smart or lucky at one thing it has been picking good people." This suggests that one key to her success has been:
- A. planning.
 - B. organizing.
 - C. controlling.
 - D. leading and developing.

McGrath's quote suggests that she is good at developing employees. This refers to the task of hiring, training, mentoring, and rewarding other employees in an organization, including other managers.

AG: 10
Hill - Chapter 01 #74
LG: 1
LL: 3

75. (p. 6) Ginger is quite good at her job. She is in charge of marketing to the consumer products industry for a mid-sized firm. She has been pleased with her current job because she can focus on what she does best--planning and executing advertising. She works from her home and only occasionally needs to communicate with her immediate superior. She always gets her work done on time and sends in a report to her boss showing where she met her objectives and where she needs to improve after every project. While she is part of a team, she feels she has never been very good at explaining to others what she does, nor of thinking of ways to help others do their jobs better. Cristy is also good at her job. She is also in the marketing department of this mid-sized firm, in charge of targeting the IT segment of the market. Cristy is not always as creative as Ginger in the concepts she develops but she is an excellent communicator. In fact, she has gotten the sales force to see how important it is to use the marketing department in helping them sell the product. She always has detailed facts available to support her points, so people find it easy to follow her recommendations. You are the superior of both of these women. You need to promote one of them to the position of Marketing Director, a post that requires working across the company with many other people in different positions, and that has several people reporting directly to this position. Based on the above, would you promote Ginger or Cristy and why?
- A. Ginger because she is very organized.
 - B. Ginger because she is a great planner.
 - C. Cristy because she can persuade people that the task is worthy of their effort.
 - D. Cristy because she can find detailed facts within the organization.

The new position requires leadership as it will require working across the company with many people in different positions and will, more importantly, involve leading the people that report to this position. While Ginger is great at planning and executing advertising, she is not good at explaining to others what she does, nor is she able to see how she might help others to do their jobs better. On the other hand, Cristy has strategized in the past, getting the sales force to begin using the marketing department more. She is an excellent communicator and can back up her opinions with relevant facts. It is most likely she would be the best candidate because she can persuade people that a task is worthy of their effort--one of the hallmarks of a good leader.

AG: 10
Hill - Chapter 01 #75
LG: 1
LL: 3

76. (p. 7) The three main types of managers include:
- A. general, specific, and frontline managers.
 - B. general, functional, and frontline managers.
 - C. general, specific, and detailed managers.
 - D. general, functional, and detailed managers.

AG: 10
Hill - Chapter 01 #76
LG: 2
LL: 1

77. (p. 8; figure 1.1) General managers are found at the _____ level.
- A. corporate and business
 - B. divisional
 - C. sub-unit
 - D. outside

AG: 10
Hill - Chapter 01 #77
LG: 2
LL: 1

78. The principle general manager at the corporate-level is the:

(p. 8)

- A. CEO.
- B. CFO.
- C. COO.
- D. CIO.

AG: 10
Hill - Chapter 01 #78
LG: 2
LL: 1

79. The _____ exercises control over divisions, monitoring their performance.

(p. 8)

- A. CEO
- B. CFO
- C. COO
- D. CIO

AG: 10
Hill - Chapter 01 #79
LG: 2
LL: 1

80. The CEO reports to:

(p. 8 - 9)

- A. the President.
- B. directly to each individual shareholder.
- C. the board of directors.
- D. the New York Stock Exchange.

AG: 10
Hill - Chapter 01 #80
LG: 2
LL: 1

81. _____ translate(s) the overall strategic vision for the corporation into concrete strategies and plans for a business unit.

(p. 9)

- A. Frontline managers
- B. The CEO
- C. Business-level general managers
- D. Functional managers

AG: 10
Hill - Chapter 01 #81
LG: 2
LL: 1

82. _____ organize(s) operations within a division, deciding how best to divide tasks into functions and departments.

(p. 9)

- A. Functional managers
- B. Frontline managers
- C. The COO
- D. Business-level general managers

AG: 10
Hill - Chapter 01 #82
LG: 2
LL: 1

83. A manager that is responsible for human resources is a _____ manager.

(p. 9)

- A. corporate general
- B. business-level general
- C. functional**
- D. frontline

AG: 10
Hill - Chapter 01 #83
LG: 2
LL: 1

84. _____ manage employees who are themselves not managers.

(p. 10)

- A. Corporate general managers
- B. Business-level general managers
- C. Functional managers
- D. Frontline managers**

AG: 10
Hill - Chapter 01 #84
LG: 2
LL: 1

85. Furthest down the management hierarchy within a function are:

(p. 10)

- A. corporate managers.
- B. frontline managers.**
- C. organization managers.
- D. detail managers.

AG: 10
Hill - Chapter 01 #85
LG: 2
LL: 1

86. Most complex organizations have a _____ number of frontline managers.

(p. 10)

- A. corporate-dictated and specific
- B. large**
- C. small
- D. convenient

AG: 10
Hill - Chapter 01 #86
LG: 2
LL: 1

87. _____ plan how best to perform the tasks of their team, none of whom manages other people.

(p. 10)

- A. Corporate-level general managers
- B. Business-level general managers
- C. Functional managers
- D. Frontline managers**

AG: 10
Hill - Chapter 01 #87
LG: 2
LL: 1

88. A management hierarchy for General Electric would show _____ managers between business-level general managers and frontline managers.

(p. 8;
figure 1.1)

- A. corporate-level general
- B. detailed level
- C. functional**
- D. developmental

Figure 1.1 shows a management hierarchy of a multidivisional enterprise such as General Electric. Corporate-level general managers are at the top followed by, in order, business-level general managers, functional managers, and frontline managers. Thus functional managers are between business-level general managers and frontline managers.

AG: 10
Hill - Chapter 01 #88
LG: 2
LL: 2

89. Because GE is organized into different divisions, one for each business, it is known as a:

(p. 7-8;

figure 1.1)

- A. poorly managed firm.
- B. multidivisional enterprise.**
- C. multi-business unit.
- D. multi-corporate concern.

GE is organized into different divisions, one for each business, and each division has its own functions, such as R & D, production, marketing, sales, and customer service. GE is thus known as a multidivisional enterprise, which is illustrated in Figure 1.1.

AG: 10
Hill - Chapter 01 #89
LG: 2
LL: 2

90. A marketing manager is not responsible for the:

(p. 9)

- A. overall performance of the organization.**
- B. development of functional strategies.
- C. plans in their area that help fulfill the strategic objectives set by the CEO.
- D. provision of much of the information that makes it possible for business and corporate-level general managers to formulate strategies.

Although they are not responsible for the overall performance of the organization, functional managers nevertheless have a major strategic role: to develop functional strategies and draft plans in their area that help fulfill the strategic objectives set by business and corporate-level general managers. Functional managers also provide most of the information that makes it possible for business and corporate-level general managers to formulate realistic and attainable strategies.

AG: 10
Hill - Chapter 01 #90
LG: 2
LL: 2

91. A supply chain manager who is responsible for departments such as warehousing, transportation, inventory control, and customer service is a:

(p. 9)

- A. corporate general manager.
- B. business-level general manager.
- C. functional manager.**
- D. front-level manager.

A functional manager is responsible for organizing their functions into sub-units, such as departments.

AG: 10
Hill - Chapter 01 #91
LG: 2
LL: 2

92. A BP manager who is in charge of an oil-drilling rig, manned by people who explore for oil in the North Sea is a:

(p. 10)

- A. corporate-level manager.
- B. business-level manager.
- C. functional manager.
- D. frontline manager.**

A frontline manager manages employees who are themselves not managers. The BP manager in charge of the oil-drilling rig manages people who actually drill for oil and don't manage others. Thus this manager is a frontline manager.

AG: 10
Hill - Chapter 01 #92
LG: 2
LL: 2

93. Recently, MTV announced a deal in which MTV is teaming with Microsoft Corp. to launch a music download service called URGE. URGE will be a separate division within MTV. The manager of URGE will be responsible for its performance and will be a:

(p. 9)

- A. corporate-level general manager.
- B. business-level general manager.**
- C. functional manager.
- D. frontline manager.

A business-level general manager leads his or her division, motivating, influencing, and directing their subordinates. They are responsible for the performance of that division.

AG: 10
Hill - Chapter 01 #93
LG: 2
LL: 3

94. Judy McGrath is one of a few women who are at the top of big companies. She is responsible for the overall performance of MTV and recently decided to acquire an amateur short-film website IFILM Corp, a new business area for MTV. McGrath is a:
- (p. 8)
- A. corporate-level general manager.
 - B. business-level general manager.
 - C. functional manager.
 - D. frontline manager.

The principle general manager at the corporate-level is the chief executive officer (CEO). The CEO leads the entire enterprise. In a multidivisional enterprise like MTV, CEO McGrath decides whether to enter new businesses through acquisitions or whether to exit from a business area. The CEO is responsible for the overall performance of the enterprise.

AG: 10
Hill - Chapter 01 #94
LG: 2
LL: 3

95. The first step in becoming a manager is usually:
- (p. 11)
- A. getting a formal degree in management.
 - B. being successful at a specialist task.
 - C. doing volunteer work to demonstrate a love of people.
 - D. doing the most unpleasant jobs to show willingness to work.

AG: 10
Hill - Chapter 01 #95
LG: 3
LL: 1

96. New managers often struggle with the:
- (p. 11)
- A. great deal of formal authority they are given.
 - B. solitude of being in charge.
 - C. fast-paced nature of the job.
 - D. lack of interruptions.

AG: 10
Hill - Chapter 01 #96
LG: 3
LL: 1

97. A day in the life of an average manager:
- (p. 12)
- A. is a lonely day.
 - B. is very repetitive.
 - C. involves significant interpersonal networking.
 - D. has long stretches of solitude used for reflecting on company problems.

AG: 10
Hill - Chapter 01 #97
LG: 3
LL: 1

98. As a manager, formal authority is:

(p. 11)

- A. essential.
- B. the way to get things done.
- C.** a very limited source of power.
- D. a complete source of power.

AG: 10
Hill - Chapter 01 #98
LG: 3
LL: 1

99. The most demanding issues that managers encounter in their first year on the job all have to do with:

(p. 11 - 12)

- A. learning the financial ratios of their department.
- B.** people challenges.
- C. learning to interface with the government.
- D. learning to scan the environment for things that would influence their business strategy.

AG: 10
Hill - Chapter 01 #99
LG: 3
LL: 1

100. Which of the following is required of a new manager?

(p. 12)

- A. learning to influence subordinates, peers, and their own boss
- B. establishing trust and credibility with their subordinates
- C. using interpersonal interactions on the job to establish trust and credibility
- D.** All of the above are required of a new manager.

AG: 10
Hill - Chapter 01 #100
LG: 3
LL: 1

101. The managers in Professor Hill's study discovered that they had two sets of responsibilities:

(p. 12)

- A. keeping formal authority and agenda setting for their team.
- B. keeping formal authority and building networks within the organization.
- C.** building networks within the organization and setting agendas for their team.
- D. setting agendas for their team and continuing to do an outstanding job with their personal technical skills.

AG: 10
Hill - Chapter 01 #101
LG: 3
LL: 1

102. During the first year on the job, new managers:

(p. 12)

- A. learn to see themselves as a technical expert.
- B. learn to see themselves as a functional specialist.
- C. learn to see themselves as someone who gets things done through command and control.
- D.** learn to see themselves as someone who gets things done through their ability to influence and persuade others.

AG: 10
Hill - Chapter 01 #102
LG: 3
LL: 1

103. John DeVaan, senior Vice President of engineering excellence at Microsoft began his management (p. 10 - 11) career with Microsoft as a(n):

- A. software engineer who wrote code.
- B. development lead who managed several software engineers.
- C. director of software development.
- D. manager of Microsoft's TV division.

John DeVaan was hired fresh out of an undergraduate computer science program at Oregon State University to write computer code. He progressed through the management ranks at Microsoft to become a senior VP, which took him twenty years.

AG: 10
Hill - Chapter 01 #103
LG: 3
LL: 2

104. A successful person in which of the following positions may be promoted to a management (p. 11) position?

- A. an accounting professional
- B. an engineer
- C. a scientist
- D. All of the above may lead to successful management positions.

Whatever someone's disciplinary background, and whatever their initial functional assignment, if they are successful they may soon find themselves promoted into a managerial role.

AG: 10
Hill - Chapter 01 #104
LG: 3
LL: 2

105. Which of the following was found to be true in Professor Linda Hill's study of newly appointed (p. 11) frontline managers?

- A. The appointment was seen as a demotion.
- B. The new managers found that their job was to exercise formal authority and be "the boss."
- C. The managers were able to continue doing the technical work they had been doing with more power and control.
- D. The managers were in constant demand.

The appointment was seen as a reward and opportunity for career advancement. While the new managers believed that their job was to exercise formal authority and continue to do the technical work they had been doing, there was an enormous difference between these expectations and the reality they soon encountered. In fact, the managers found that they were in constant demand.

AG: 10
Hill - Chapter 01 #105
LG: 3
LL: 2

106. Henry Mintzberg's study of managers found that on average they processed _____ pieces of mail a day.
(p. 11)
- A. no (The administrative assistant processed all of the mail.)
 - B. three (The remaining pieces of mail were junk mail and handled by the administrative assistant.)
 - C. twenty
 - D. thirty-six**

Mintzberg followed managers around and found that on average they processed 36 pieces of mail each day, attended eight meetings, and took a tour through the building or plant.

AG: 10
Hill - Chapter 01 #106
LG: 3
LL: 2

107. John was an introvert, which served him well as he was an outstanding technical writer. Because of his writing abilities, his boss decided to promote him. At the beginning John was quite excited about the promotion because he believed that he would be able to devote even more time to technical writing since he could order his subordinates to complete certain tasks for him. He believed that managers could use their formal authority to get things done and that actually, the people who worked for him would know what to do since they were all quite bright. He closed himself in his office to write and sent memos to his staff when he needed something done to advance his own writing. Three months later he was demoted. Given the scenario above, why was John most likely demoted?
(p. 12)
- A. solely because he was an introvert
 - B. because he did not follow through on agenda setting for his team and network building within the organization**
 - C. because he did not devote enough time to technical writing
 - D. solely because he ordered his subordinates to complete certain tasks

Managers have two sets of responsibilities, agenda setting for their team, and network building within the organization. Managers have to realize that to get things done, and to help their own team succeed, they must work closely with a network of peers and superiors, persuading them to buy into the agenda of the manager's team. John did none of these things so he was demoted.

AG: 10
Hill - Chapter 01 #107
LG: 3
LL: 3

108. Sara McQueen, a frontline manager of Maniac TV began her career writing stories for *Teen Love* magazine. Today she sends Blackberry messages to her staff well into the night and has, according to those in the know, declared a complete reworking of her team's assignment to better conform with the goals of the division. One of the things McQueen does well is to network with her team and her supervisor. She understands each team member's abilities and how they can contribute to the organization. She has also gotten to know her boss and the expectations she has of Sara and her team. Furthermore, she knows just who to go in the organization to help her solve problems and attain her goals. Given these facts, McQueen is likely a successful manager because:
- A. she is a workaholic.
 - B. she can accomplish many things at once.
 - C. she has set an agenda for the team and engages in network building in the company.**
 - D. she is still a wonderful writer.

Managers have two sets of responsibilities, agenda setting for their team, and network building within the organization. Managers have to realize that to get things done, and to help their own team succeed, they must work closely with a network of peers and superiors, persuading them to buy into the agenda of the manager's team. In Sara's case, as a manager she set the agenda for the team by deciding to rework completely the team's assignment to better conform with the goals of the division. She also networks with people in the organization to help her team perform its job.

AG: 10
Hill - Chapter 01 #108
LG: 3
LL: 3

109. One of the earliest and most enduring descriptions of managerial roles comes from:
- A. Adam Smith.
 - B. Peter Drucker.
 - C. Jack Welsh.
 - D. Henry Mintzberg.**

AG: 10
Hill - Chapter 01 #109
LG: 4
LL: 1

110. Mintzberg's management roles include:
- A. decisional, interpersonal, and visionary roles.
 - B. decisional, collaborative, and informational roles.
 - C. decisional, collaborative, and visionary roles.
 - D. decisional, interpersonal, and informational roles.**

AG: 10
Hill - Chapter 01 #110
LG: 4
LL: 1

111. Interpersonal managerial roles include those of:
- A. negotiator, resource allocator, and entrepreneur.
 - B. figurehead, leader, and liaison.**
 - C. monitor, disseminator, and spokesperson.
 - D. negotiator, leader, and spokesperson.

AG: 10
Hill - Chapter 01 #111
LG: 4
LL: 1

112. Decisional managerial roles include those of:

(p. 12;

- figure 1.2) A. negotiator, resource allocator, and entrepreneur.
B. figurehead, leader, and liaison.
C. monitor, disseminator, and spokesperson.
D. negotiator, leader, and spokesperson.

AG: 10
Hill - Chapter 01 #112
LG: 4
LL: 1

113. Informational managerial roles include those of:

(p. 12;

- figure 1.2) A. figurehead, leader, and liaison.
B. negotiator, resource allocator, and entrepreneur.
C. monitor, disseminator, and spokesperson.
D. negotiator, leader, and spokesperson.

AG: 10
Hill - Chapter 01 #113
LG: 4
LL: 1

114. Interpersonal managerial roles involve:

(p. 13)

- A. collecting information from sources both inside and outside the organization.
B. interacting with other people inside and outside the organization.
C. making decisions and ensuring that those decisions are put into action.
D. working alone on the organization's vision so that it can be implemented by people in the organization.

AG: 10
Hill - Chapter 01 #114
LG: 4
LL: 1

115. As a figurehead, a manager will do which of the following?

(p. 13)

- A. represent the company at community events
B. articulate a strategic vision for the organization
C. scan the environment
D. deliver specific information to individuals and groups located outside their department or organization

AG: 10
Hill - Chapter 01 #115
LG: 4
LL: 1

116. One of the central tasks of the managerial leadership role is to give their organization:

(p. 13)

- A. a sense of direction and purpose.
B. the ability to run the firm without them.
C. information about the environment.
D. a sense of always having to be on guard.

AG: 10
Hill - Chapter 01 #116
LG: 4
LL: 1

117. As a liaison, a manager has an important purpose to:

(p. 13 - 14)

- A. scan the environment.
- B. build a network of relationships outside of their immediate unit.**
- C. inform the staff about the company's role.
- D. send information to other departments.

AG: 10
Hill - Chapter 01 #117
LG: 4
LL: 1

118. As part of their informational management role, Mintzberg found that managers spend _____ percent of their time collecting, processing, and disseminating information.

(p. 14)

- A. 10
- B. 40**
- C. 65
- D. 90

AG: 10
Hill - Chapter 01 #118
LG: 4
LL: 1

119. Which of the following is true of the informational managerial role?

(p. 14)

- A. Managers scan the environment both inside and outside the firm.
- B. Managers rely upon both formal and informal channels to collect information.
- C. Managers regularly inform staff about the company's direction.
- D. All of the above are true of the informational managerial role.**

AG: 10
Hill - Chapter 01 #119
LG: 4
LL: 1

120. When managers deliver specific information to stockholders they are acting in a _____ role.

(p. 14)

- A. disseminator
- B. liaison
- C. spokesperson**
- D. monitor

AG: 10
Hill - Chapter 01 #120
LG: 4
LL: 1

121. In their role as _____ managers must make sure that their organizations innovate and change when necessary.

(p. 15)

- A. entrepreneur**
- B. monitor
- C. resource allocator
- D. spokesperson

AG: 10
Hill - Chapter 01 #121
LG: 4
LL: 1

122. Disturbance handling is about dealing with:
(p. 15)
- A. expected problems as they arise.
 - B. rowdy employees.
 - C.** unexpected problems if and when they arise.
 - D. the news media.

AG: 10
Hill - Chapter 01 #122
LG: 4
LL: 1

123. Managers who are successful at negotiating can:
(p. 15)
- A. lower input costs.
 - B. strike better deals with customers.
 - C. better organize their own subordinates.
 - D.** do all of the above.

AG: 10
Hill - Chapter 01 #123
LG: 4
LL: 1

124. One limitation of Mintzberg's model of managerial roles is:
(p. 15 - 16)
- A. the model tells us what managers do, but not what they should do.
 - B. the model does not include other important roles for managers.
 - C. the model is context dependent.
 - D.** All of the above are limitations of Mintzberg's model.

AG: 10
Hill - Chapter 01 #124
LG: 4
LL: 1

125. Mintzberg's work on managerial roles tells us how:
(p. 13)
- A.** managers behave and what they do.
 - B. managers behave and what they should do.
 - C. to solve management problems.
 - D. managers should behave and what they should do.

The roles that Mintzberg identified by shadowing managers around to observe what they did during the day, flesh out the richness of managerial work and tell us how managers behave and what they do when trying to perform the main functions of management.

AG: 10
Hill - Chapter 01 #125
LG: 4
LL: 2

126. When Atlanta-based Chick-fil-A restaurants open a new location, it gives a year's worth of free meal coupons to the first 100 customers. Big crowds will camp outside the restaurant before opening day in the hope of getting these coupons. Chick-fil-A CEO Dan Cathy joins them, camping outside the night before opening, chatting with the crowds, and signaling the grand opening by blowing his trumpet. By doing this Cathy is acting as a _____ for Chick-fil-A.
- (p. 13)
- A. liaison
 - B. leader
 - C. figurehead
 - D. disseminator

Managers at all levels are figureheads. They greet visitors, represent the company at community events, and function as emissaries for the organization,

AG: 10
Hill - Chapter 01 #126
LG: 4
LL: 2

127. When Microsoft CEO Steve Ballmer reviews competitive, technological, and regulatory trends in the markets in which Microsoft competes, he is acting in a(n):
- (p. 14)
- A. interpersonal role.
 - B. decisional role.
 - C. informational role.
 - D. visionary role.

Informational roles are concerned with collecting, processing, and disseminating information. As monitors, managers scan the environment both inside and outside the organization.

AG: 10
Hill - Chapter 01 #127
LG: 4
LL: 2

128. In a spokesperson managerial role, a CEO may persuade investment analysts that his or her company is pursuing a good strategy. What is the likely outcome of this?
- (p. 14)
- A. The analysts may write a favorable investment report that leads to an increase in the company's stock price.
 - B. The analysts may write a favorable investment report that leads to a decrease in the company's stock price.
 - C. The analysts may write a favorable investment report that increases the difficulty of raising new capital.
 - D. The analysts may write a favorable investment report that makes it difficult to issue new stock.

If by sharing information the CEO of a company can successfully persuade investment analysts that his company is pursuing a good strategy, they may write a favorable investment report. In turn, this might lead to an increase in the company's stock price, making it easier for the company to raise additional capital from investors in the future by issuing new stock.

AG: 10
Hill - Chapter 01 #128
LG: 4
LL: 2

129. Mary owns Mary's Cookies and she has been enjoying a 10% sales increase each month. In forecasting for the next day's sales she bakes 10% more cookies but the sales never materialize and the cookies pile up. Additionally, one of her best salespeople left for a better job. As Mary deals with these situations she is acting in the role of:

(p. 15)

- A. disturbance handler.
- B. spokesperson.
- C. liaison.
- D. entrepreneur.

Disturbance handling is about dealing with unanticipated problems as and when they arise, and resolving them as expeditiously as possible. In the course of managerial work, unanticipated problems arise all the time. Sales may grow more slowly than anticipated, excess inventory may accumulate, and qualified employees might leave for jobs elsewhere. Managers must decide what to do about these unanticipated problems.

AG: 10
Hill - Chapter 01 #129
LG: 4
LL: 2

130. Mike Haverty, CEO of Kansas City Southern Railway (KCSR) has a regular conference call with investment analysts to explain the current strategy of the company. In addition, he strategizes regularly with CEOs of trucking companies that are KCSR partners, and watches the revenues of KCSR each day. Mr. Haverty is assuming which of the following managerial roles?

(p. 13 - 14)

- A. spokesperson, negotiator, disturbance handler
- B. leader, figurehead, monitor
- C. monitor, spokesperson, resource allocator
- D. spokesperson, liaison, monitor

In their spokesperson role, managers deliver specific information to individuals and groups located outside of their department or organization such as explaining the current strategy of the railroad to analysts. As a liaison, managers connect with people outside of their immediate unit including people outside of the organization such as strategic partners like the trucking companies. As a monitor managers scan the environment both inside and outside the organization as in watching the revenues of KCSR each day.

AG: 10
Hill - Chapter 01 #130
LG: 4
LL: 3

131. Carla owns a small chain of card shops and is currently speaking with one of her landlords about renewing a lease. She would like to have new air conditioning installed and is willing to pay a small amount more each month for that. Her landlord seems open to the idea but wants more information from Carla. The landlord at first proposed additional rent without the air conditioning. After getting off the phone with the landlord, she finds that one of only two staff members in one of the stores is ill and needs to go home so she calls a replacement and offers to take the sick employee's place until the replacement can arrive. Carla is assuming::

(p. 15)

- A. the roles of figurehead and disturbance handler.
- B. the roles of negotiator and disseminator.
- C. the roles of interpersonal and informational.
- D. decisional managerial roles.**

Mintzberg identified four decision roles: entrepreneur, disturbance handler, resource allocator, and negotiator. Carla acted as a negotiator with her landlord and a disturbance handler when replacing the sick employee, an unexpected event, thus she is assuming decisional managerial roles.

AG: 10
Hill - Chapter 01 #131
LG: 4
LL: 3

132. Competencies include:

(p. 16)

- A. skills, IQ, and values.
- B. skills, IQ, and motivational preferences.
- C. IQ, values, and motivation.
- D. skills, values, and motivational preferences.**

AG: 10
Hill - Chapter 01 #132
LG: 5
LL: 1

133. Managerial skills include:

(p. 17)

- A. ethical behavior.
- B. technical skills.**
- C. espoused skills.
- D. personalized power orientating skills.

AG: 10
Hill - Chapter 01 #133
LG: 5
LL: 1

134. A manager that has the ability to "see the big picture" is said to have:

(p. 16 - 17)

- A. conceptual managerial skills.**
- B. technical managerial skills.
- C. motivational competencies.
- D. human motivation.

AG: 10
Hill - Chapter 01 #134
LG: 5
LL: 1

135. Conceptual skills are paramount in _____ positions.

(p. 17)

- A. top management
- B. mid-level management
- C. functional management
- D. frontline management

AG: 10
Hill - Chapter 01 #135
LG: 5
LL: 1

136. Technical skills enable managers to perform specific activities such as:

(p. 17)

- A. mastery of specific equipment.
- B. correctly following technical procedures.
- C. overseeing employees with technical expertise.
- D. all of the above activities.

AG: 10
Hill - Chapter 01 #136
LG: 5
LL: 1

137. Which of the following is true of the human skills required by managers?

(p. 18)

- A. the ability to improve employee wellbeing even though the organizational objectives are not met
- B. only working well within the manager's own unit
- C. reconciling the needs and goals of their own team members with the needs of customers, suppliers, and others outside the organization
- D. interacting effectively with others without considering the manager's self-awareness and self-management

AG: 10
Hill - Chapter 01 #137
LG: 5
LL: 1

138. The type of skill that differentiates successful from mediocre managers is _____ skill.

(p. 19)

- A. conceptual
- B. technical
- C. human
- D. ethical

AG: 10
Hill - Chapter 01 #138
LG: 5
LL: 1

139. Stable, evaluative beliefs that guide our preferences for outcomes or courses of action are called:

(p. 19)

- A. standards.
- B. ethics.
- C. laws.
- D. values.

AG: 10
Hill - Chapter 01 #139
LG: 5
LL: 1

140. Values that actually guide behavior are called:

(p. 19)

- A. espoused values.
- B. enacted values.**
- C. shared values.
- D. ethical values.

AG: 10
Hill - Chapter 01 #140
LG: 5
LL: 1

141. Values based on what people say is important to them are called:

(p. 19)

- A. espoused values.**
- B. enacted values.
- C. shared values.
- D. ethical values.

AG: 10
Hill - Chapter 01 #141
LG: 5
LL: 1

142. Values held by several people are called:

(p. 19)

- A. espoused values.
- B. joint values.
- C. shared values.**
- D. enacted values.

AG: 10
Hill - Chapter 01 #142
LG: 5
LL: 1

143. Shared values in an organization are important because:

(p. 19)

- A. they create a sense of collective purpose.
- B. loyalty and satisfaction are increased.
- C. then employee actions are more likely to be consistent with an organization's objectives.
- D. of all of the above reasons.**

AG: 10
Hill - Chapter 01 #143
LG: 5
LL: 1

144. Values that society expects people to follow because they distinguish right from wrong in that society are called:

(p. 19)

- A. espoused values.
- B. joint values.
- C. ethical values.**
- D. enacted values.

AG: 10
Hill - Chapter 01 #144
LG: 5
LL: 1

145. Managerial motivation includes which of the following characteristics?

(p. 20)

- A. desire for fairness in promotion
- B. desire to exercise power**
- C. desire to blend in
- D. desire to maintain the status quo

AG: 10
Hill - Chapter 01 #145
LG: 5
LL: 1

146. When call center managers spend much of their time monitoring customer calls and giving employees feedback about how to improve their dialogue with customers in the future, these managers are using _____ skills.

(p. 17)

- A. conceptual
- B. technical**
- C. situational
- D. ethical

Frontline managers, such as call center managers, work directly with employees with technical expertise, so they typically require some of this expertise themselves to monitor employee performance, provide meaningful feedback, and help employees solve unusual problems.

AG: 10
Hill - Chapter 01 #146
LG: 5
LL: 2

147. When a manager is responsible for people across functional units, such as a manager of a manufacturing plant, they will rely less on _____ skills and more on _____ skills.

(p. 17)

- A. technical; conceptual**
- B. conceptual; technical
- C. human; technical
- D. conceptual; situational

Studies on management careers report that managers need to shift away from reliance on their technical skills to more reliance on conceptual skills as they advance within the organization. This breakpoint occurs when the manager is responsible for people across functional units, such as managing a plant where employees have various forms of expertise.

AG: 10
Hill - Chapter 01 #147
LG: 5
LL: 2

148. Apple CEO Steve Jobs spent all of his time on development of the iPod, even suggesting initial designs and features. Every day he would offer comments to the technical staff saying where the iPod project needed to be. This illustrates that even top-level managers may need strong _____ skills in order to execute their conceptual strategies.

- A. human
- B. technical**
- C. ethical
- D. administrative

Technical skills remain important to top managers. Some experts even suggest that CEOs need enough technical bench strength to effectively execute strategies developed with their conceptual skills. Apple CEO Steve Jobs is a case in point.

AG: 10
Hill - Chapter 01 #148
LG: 5
LL: 2

149. Jonathon was a likeable manager that seemed to be able to get people to do what he wanted. He knew the "right people" in each part of the organization and they would always help him accomplish his goals. He soon was promoted because he used his power to further the organization's objectives. Jonathon had a(n):

- A. personalized power orientation.
- B. ethical power orientation.
- C. socialized power orientation.**
- D. management power orientation.

Managers like Jonathon have a socialized power orientation. They do not seek power for its own sake; rather they accumulate power in order to accomplish organizational objectives. Power comes not just from formal authority; it also comes from personal traits, such as an ability to influence others through communication, from a network of allies, and from control over crucial information or resources.

AG: 10
Hill - Chapter 01 #149
LG: 5
LL: 2

150. Marissa Mayer, Google's vice-president for search products is a trained programmer. To discover promising ideas for Google to pursue, she seeks out techies at the snack and coffee station outside her office and holds open office hours three times a week. When she communicates with technical people across the organization about their new ideas and motivates them to turn those ideas into products for Google, she is demonstrating her _____ skills.

(p. 18)

- A. conceptual
- B. technical
- C. human
- D. ethical

The human skills that managers need include the ability to communicate, persuade, motivate, coach, negotiate, and lead. Human skills include working with other units, not just with employees within the manager's own unit.

AG: 10
Hill - Chapter 01 #150
LG: 5
LL: 3

151. Just after the September 11 terrorist attacks, the airline industry nosedived. At the time Boeing Commercial Airplane CEO Alan R. Mulally was faced with declining orders for aircraft, and a competitor that overtook Boeing as the number one jet builder in the world. Mulally took on these challenges by incorporating new technology into the efficient Dreamliner jet, and launching a new version of the Jumbo Jet, resulting in a quadrupling of orders for the company. Rather than solely cut costs and be content with fewer airplane orders, Mulally came at the problem from a new direction. One strength that Mulally exhibited in this example was his:

(p. 16 - 17)

- A. motivation to exercise his power.
- B. personal desire to be different.
- C. conceptual skill.
- D. enacted values.

Managers require conceptual skills to think outside the box. The situation facing Mulally was an exception with no existing solutions to follow. Mulally had to be able to creatively figure out the real problem, to develop the variety of options available to solve that problem, and to make the best choice in the context of that novel situation.

AG: 10
Hill - Chapter 01 #151
LG: 5
LL: 3

152. Describe the four functions of twenty-first century management.

The four functions of twenty-first century management include: (1) planning and strategizing, (2) organizing, (3) controlling, and (4) leading and developing employees.

Planning is a formal process whereby managers choose goals, identify actions to attain those goals, allocate responsibility for implementing actions to specific individuals or units, measure the success of actions by comparing actual results against the goals, and revise the plan accordingly. *Strategizing* is the process of thinking through on a continual basis what strategies an organization should pursue to attain its goals. Strategizing involves being aware of and analyzing what competitors are doing, thinking about how changes in the external environment, such as changes in technology or government regulations, impact the organization, weighing the pros and cons of alternative strategies, anticipating how competitors might respond to these strategies, and deciding upon a course of action. *Organizing* refers to the process of deciding who within the organization will perform what tasks, where decisions will be made, who reports to whom, and how different parts of the organization will coordinate their activities in pursuit of a common goal.

Controlling is the process of monitoring performance against goals, intervening when goals are not met and taking corrective action.

Leading is the process of motivating, influencing, and directing others in the organization to work productively in pursuit of organization goals. *Developing employees* refers to the tasks of hiring, training, mentoring, and rewarding other employees in an organization, including other managers.

Hill - Chapter 01 #152

153. Why is leading and developing employees considered to be the lynch pin of a managerial system that connects planning and strategizing, organizing, and controlling and creating incentives?

Skilled leaders drive strategic thinking (strategizing) deep within the organization, while articulating their own vision for the organization. Skilled leaders have a plan for their organization, and push others to develop plans. Skilled leaders proactively structure the organization to implement their chosen strategy. Skilled leaders exercise control with a deft hand, never seeming to be too overbearing or demanding, while at the same time never taking their eye off the ball. Skilled leaders put the right kinds of incentives in place. Skilled leaders get the best out of people by persuading them that a task is worthy of their effort. Skilled leaders build a high quality team of other managers and employees through which they can work to get things done. Without skilled leaders, strategy may fail, the organization become bureaucratic, control may be lost, employees will lack incentives and motivation, and the organization may suffer from a lack of sufficient human capital.

Hill - Chapter 01 #153

154. List and describe the three types of general managers.

General managers are responsible for the overall performance of an organization, or for the performance of one of its major self-contained subunits or divisions.

Functional managers are responsible for leading a particular function or a sub-unit within a function. They are responsible for a task, activity, or operation, such as accounting, marketing, sales, R & D, production, information technology, or logistics.

Frontline managers manage employees who are themselves not managers. They are found at the lowest level of a management hierarchy.

Hill - Chapter 01 #154

155. What is the difference between a corporate-level general manager and a business-level general manager?

The principle general manager at the corporate-level is the chief executive officer (CEO). The CEO leads the entire enterprise. In the multidivisional enterprise, the CEO formulates strategies that span businesses, deciding for example, whether to enter new businesses through acquisitions or whether to exit from a business area. The CEO signs off on major strategic initiatives proposed by the heads of divisions. The CEO decides how the enterprise should be organized into different divisions and exercises control over them. The CEO reports to the board of directors, and normally sits on the board. Members of his or her top management team help the CEO in all of this. This normally includes a CFO, a COO, and in some companies, a CTO.

A business-level general manager reports to the CEO and leads their division, motivating, influencing, and directing their subordinates. They are responsible for the performance of that division. Business-level general managers translate the overall strategic vision for the corporation into concrete strategies and plans for their unit.

Hill - Chapter 01 #155

156. Explain the process by which Microsoft finds managers.

Microsoft hires a large number of software engineers. Initially these people are recruited for their ability to write computer code, but if they are successful at this job, they may find themselves put in charge of other software engineers, becoming development leads (a frontline position at Microsoft). At this point, their management skills are just as important as their technical skills in fulfilling their responsibilities. People who cannot get things done through other people will not advance any further. If they are successful, they may be promoted again and one day become themselves general managers, running entire divisions of the organization where their ability to lead, plan, develop strategy, organize, control and motivate through incentives becomes of paramount importance.

Hill - Chapter 01 #156

157. Explain the two sets of managerial responsibilities that first-time managers need to develop.

Managers have two sets of responsibilities, agenda setting for their team, and network building within the organization. Most new managers grasp the importance of agenda setting quickly, but the importance of building networks can take longer. Managers have to realize that to get things done, and to help their own team succeed, they must work closely with a network of peers and superiors, persuading them to buy into the agenda of the manager's team. They have to be good at managing relationships. During the first year on the job managers learn to see themselves not as a technical expert, not as a functional specialist, but as a leader and network builder--not as someone who gets things done through command and control, but as someone who gets things done through their ability to influence and persuade others.

Hill - Chapter 01 #157

158. Describe Mintzberg's three categories of managerial roles.

Interpersonal roles are roles that involve interacting with other people inside and outside the organization. Particular interpersonal roles include a figurehead role, a leader role, and a liaison role. *Informational roles* are concerned with collecting, processing, and disseminating information. Managers collect information from various sources both inside and outside the organization, process that information, and distribute it to others who need it. Particular informational roles include monitor, disseminator, and spokesperson.

Decisional roles deal with action. They translate the people and information into processes whose purpose is to move the organization towards its strategic goals. Four decision roles include entrepreneur, disturbance handler, resource allocator, and negotiator.

Hill - Chapter 01 #158

159. Mintzberg's model of managerial roles is useful for what it tells us about the nature of managerial work. However it has some limitations. Describe three of the limitations of this model. (Students should discuss three of the following four limitations.)

The model tells us what managers do, but it does not tell us what they should do. The model was derived by watching managers at work. Simply because managers routinely engage in an activity, does not mean that they should pursue that activity.

There may be important roles that managers should adopt from time-to-time that Mintzberg does not mention. For example, managers may take on the role of "devil's advocate" or mentor.

Mintzberg's model is context dependent. The managerial roles model tries to describe what all managers do in all situations. The reality is that what managers do depends partly on the situation. The model also does not tell us much about how to perform these different roles.

Hill - Chapter 01 #159

160. Describe the managerial skills that are required of great managers.

Managerial skills are organized into three categories--conceptual, technical, and human. They apply in varying degrees of importance to managers at all levels in an organization.

Conceptual skills are the ability to see the "big picture," to understand how the various parts of the organization affect each other, and to conceptualize how those parts can be organized to improve the performance of the overall organization. They are the foundation for strategizing and organizing.

These skills are especially important to top managers.

Technical skills enable managers to perform specific activities involving methods, processes, or techniques. These skills include a mastery of specific equipment or correctly following technical procedures. Frontline managers work directly with employees with technical expertise, so they typically require some of this expertise themselves to monitor employee performance, provide meaningful feedback, and help employees solve unusual problems. These skills are more important for frontline managers than for more senior management positions.

Human skills that managers need include the ability to communicate, persuade, manage conflict, motivate, coach, negotiate, and lead. Effective managers understand the needs of their subordinates, and act on this knowledge to improve employee wellbeing while also achieving organizational objectives. Human skills include working with other units, not just with employees within the manager's own unit. Successful managers use their human skills to reconcile the needs and goals of their own team members with people in other work units, as well as with the needs of customers, suppliers, and other outside the organization. They also include a manager's self-awareness and self-management. These skills are important regardless of the level of management.

Hill - Chapter 01 #160

161. Explain why values represent an important characteristic of successful managers.

Across all levels of the organization, managers are ultimately responsible for forming, strengthening, and, where necessary, re-prioritizing the shared values of their staff. To accomplish this, they must personally hold the values that steer the team and organization in the right direction. Managers who act by their values are more likely to instill those values in others. Thus, the personal values of middle- and first-line managers need to echo and amplify the values that top management wants to spread throughout the organization.

Values also represent an important characteristic of successful managers in that they stabilize and guide managers through ambiguous circumstances. Managers are constantly buffeted by many forces, some of which are strong enough to steer them toward ineffective or unethical results. Values serve as beacons that keep managers steadfastly on course under these conditions. The stabilizing effect of values not only steers managers clear of bad decisions; they also improve the consistency of their decisions and actions. Through this consistency, employees develop beliefs that managers have integrity and can be trusted.

Hill - Chapter 01 #161

ch1 Summary

<i>Category</i>	<i># of Questions</i>
AG: 10	151
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LG: 1	28
LG: 2	28
LG: 3	28
LG: 4	33
LG: 5	34
LL: 1	100
LL: 2	41
LL: 3	10