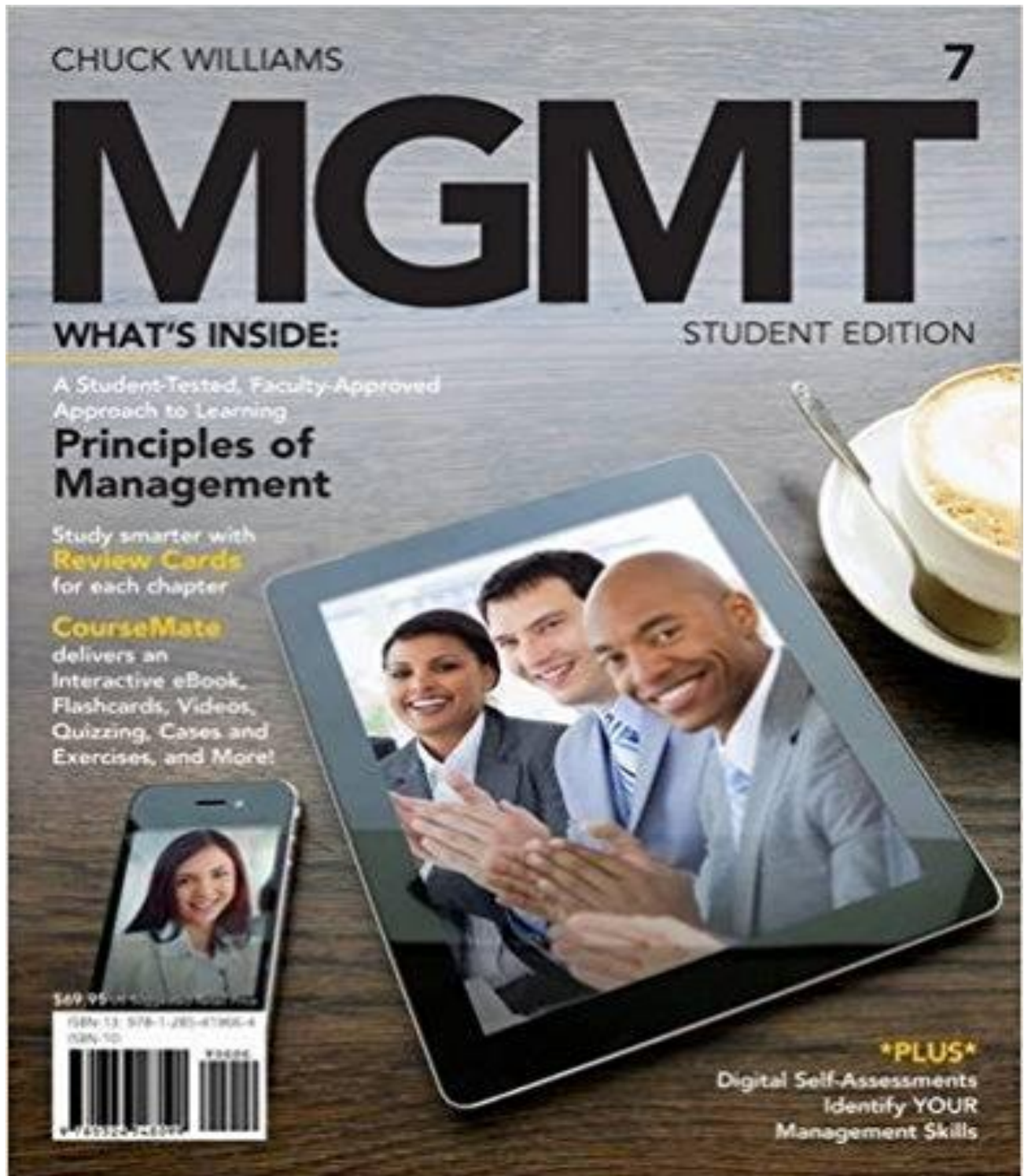


TEST BANK



TEST BANK FOR MANAGEMENT 7TH EDITION WILLIAMS

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Chapter 1: Management

TRUE/FALSE

1. While good management is basic to starting and growing a business, once some measure of success has been achieved, good management becomes less important.

ANS: F

Good management is basic to starting a business, growing a business, and maintaining a business once it has achieved some measure of success.

PTS: 1 DIF: Easy REF: 6 TOP: AACSB Analytic
KEY: Creation of Value

2. Managers are responsible for doing the basic work in the company.

ANS: F

The manager's job is not to do the basic work in the company, but to help others do their work.

PTS: 1 DIF: Easy REF: 7 TOP: AACSB Reflective Thinking
KEY: Creation of Value

3. Companies that plan have larger profits and faster growth than companies that don't.

ANS: T PTS: 1 DIF: Easy REF: 9
TOP: AACSB Reflective Thinking KEY: Creation of Value

4. The classical functions of management are (1) making things happen, (2) meeting the competition, (3) organizing people, projects, and processes, and (4) leading.

ANS: F

The classical functions of management are planning, organizing, leading, and controlling.

PTS: 1 DIF: Moderate REF: 8 TOP: AACSB Reflective Thinking
KEY: Leadership Principles | HRM | Strategy | Creation of Value

5. According to What Really Works, Meta-Analysis, meta-analysis is a research tool that combines the results of a number of research studies.

ANS: T PTS: 1 DIF: Easy REF: 10-11
TOP: AACSB Reflective Thinking KEY: Creation of Value

6. According to the What Really Works box, meta-analysis is useful for management theorists and researchers, but it has little value for the practicing manager.

ANS: F

Meta-analysis is also useful for practicing managers, because it shows what works and the conditions under which management techniques may work better or worse in the "real world."

PTS: 1 DIF: Moderate REF: 10-11 TOP: AACSB Reflective Thinking
KEY: Creation of Value

7. Top managers are responsible for creating a context for change in the organization.

ANS: T PTS: 1 DIF: Moderate REF: 13-14
TOP: AACSB Reflective Thinking KEY: Creation of Value

8. Top managers are the managers responsible for facilitating team activities toward goal accomplishment.

ANS: F
Top managers are executives responsible for the overall direction of the organization; team leaders are the managers responsible for facilitating team activities toward goal accomplishment.

PTS: 1 DIF: Moderate REF: 13-14 (Exhibit 1.2)
TOP: AACSB Reflective Thinking KEY: Group Dynamics

9. As the health-care team leader for Commerce Bank, Emmett Conlon is responsible for facilitating his team's performance and should not be involved with any employees outside of his team.

ANS: F
Team leaders are responsible not only for facilitating team performance, but also for acting as liaisons between their teams and other company teams.

PTS: 1 DIF: Moderate REF: 16-17 TOP: AACSB Analytic
KEY: Group Dynamics | Leadership Principles

10. Typical titles used for top managers are general manager, plant manager, regional manager, and divisional manager.

ANS: F
These are typical titles for middle managers, not top managers. See Exhibit 1.2.

PTS: 1 DIF: Moderate REF: 13-14 (Exhibit 1.2)
TOP: AACSB Reflective Thinking KEY: Creation of Value | HRM

11. First-line managers are responsible for setting objectives consistent with organizational goals and planning and implementing subunit strategies for achieving these objectives.

ANS: F
This is the responsibility of middle managers. See Exhibit 1.2.

PTS: 1 DIF: Moderate REF: 15 TOP: AACSB Reflective Thinking
KEY: Strategy

12. Bandai, the third-largest toy maker in the world, has embarked on a series of acquisitions in an effort to become the leading toy maker in the world. The decision to adopt this goal was most likely made by its top management.

ANS: T
See Exhibit 1.2.

PTS: 1 DIF: Easy REF: 13-14 (Exhibit 1.2)
TOP: AACSB Analytic KEY: Leadership Principles | Strategy

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

ANS: T
See Exhibit 1.2.

PTS: 1 DIF: Difficult REF: 15 (Exhibit 1.2)
TOP: AACSB Reflective Thinking KEY: Strategy | Group Dynamics

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

ANS: T
See Exhibit 1.2.

PTS: 1 DIF: Easy REF: 15-16 (Exhibit 1.2)
TOP: AACSB Reflective Thinking KEY: HRM

15. Middle managers engage in plans and actions that typically produce results within two weeks.

ANS: F
First-line managers engage in such plans and actions. Middle managers plan 6 to 18 months out.

PTS: 1 DIF: Moderate REF: 15 TOP: AACSB Reflective Thinking
KEY: Creation of Value | Operations Management

16. The Procter & Gamble manager who oversaw the manufacturing changes that were needed to make smaller, more environmentally safe cartons of Tide detergent had to be strong in both human and technical skills.

ANS: T PTS: 1 DIF: Moderate REF: 23 (Exhibit 1.4)
TOP: AACSB Analytic KEY: Leadership Principles | HRM

17. The job of team leader would NOT be considered a management position.

ANS: F
The job of team leader is indeed one of the four kinds of management jobs, which are top managers, middle managers, first-line managers, and team leaders.

PTS: 1 DIF: Easy REF: 16-17 TOP: AACSB Reflective Thinking
KEY: HRM

18. Team leaders direct the work of individuals within the team structure.

ANS: F
Instead of directing individuals' work, team leaders facilitate team activities toward goal accomplishment.

PTS: 1 DIF: Moderate REF: 16-17 TOP: AACSB Reflective Thinking
KEY: Group Dynamics

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

ANS: T PTS: 1 DIF: Moderate REF: 16-17
TOP: AACSB Reflective Thinking KEY: Group Dynamics

20. While interpersonal conflict management is a critical skill for first-line managers, it is not a very important skill for team leaders.

ANS: F

This is a critical skill for team leaders. Team leaders are responsible for internal team relations. Since the entire team suffers when a conflict arises between members, it is critical for team leaders to know how to help team members resolve conflicts.

PTS: 1 DIF: Easy REF: 16-17
TOP: AACSB Reflective Thinking | AACSB Communication KEY: Individual Dynamics

21. The three interpersonal subroles are monitor, disseminator, and spokesperson.

ANS: F

The three interpersonal subroles are figurehead, leader, and liaison. See Exhibit 1.3.

PTS: 1 DIF: Easy REF: 18-19 (Exhibit 1.3)
TOP: AACSB Reflective Thinking KEY: Creation of Value

22. Mintzberg concluded that managers fulfill three major roles while performing their jobs. These roles are categorized as interpersonal roles, organizational roles, and decisional roles.

ANS: F

Mintzberg's roles were interpersonal roles, informational roles, and decisional roles. See Exhibit 1.3

PTS: 1 DIF: Moderate REF: 18 (Exhibit 1.3)
TOP: AACSB Reflective Thinking KEY: Creation of Value

23. The decisional roles consist of four subroles. They are entrepreneur, disturbance handler, resource allocator, and spokesperson.

ANS: F

The four subroles are entrepreneur, disturbance handler, resource allocator, and negotiator. See Exhibit 1.3.

PTS: 1 DIF: Difficult REF: 20-22 (Exhibit 1.3)
TOP: AACSB Reflective Thinking KEY: Individual Dynamics | Leadership Principles

24. When the CEO of Whole Foods slashed his salary from \$1 million to \$1 to avoid the huge salary disparities that negatively influence employee morale in many corporations, he was using the management function of organizing.

ANS: F

In inspiring and motivating the employees, the CEO was using the management function of *leading*.

PTS: 1 DIF: Moderate REF: 18 TOP: AACSB Analytic
KEY: Leadership Principles | Motivation Concepts

25. In the entrepreneur role, managers adapt themselves, their subordinates, and their units to change.

ANS: T PTS: 1 DIF: Moderate REF: 20-21
TOP: AACSB Analytic
KEY: Creation of Value | Strategy | Environmental Influence

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

ANS: T PTS: 1 DIF: Easy REF: 23-24 (Exhibit 1.4)
TOP: AACSB Reflective Thinking KEY: Individual Dynamics | Leadership Principles

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

ANS: F

Technical skill refers to the ability to apply the specialized procedures, techniques, and knowledge required to get the job done. The foregoing defines conceptual skill.

PTS: 1 DIF: Moderate REF: 23 TOP: AACSB Reflective Thinking
KEY: Environmental Influence | Individual Dynamics

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

ANS: T PTS: 1 DIF: Difficult REF: 23
TOP: AACSB Reflective Thinking KEY: Individual Dynamics

29. Conceptual skills are most important for lower-level managers.

ANS: F

Technical skills are most important for lower-level managers.

PTS: 1 DIF: Easy REF: 23-24 TOP: AACSB Reflective Thinking
KEY: Individual Dynamics

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

ANS: T PTS: 1 DIF: Moderate REF: 23
TOP: AACSB Reflective Thinking | AACSB Communication KEY: Individual Dynamics

31. Only first-line managers need technical skills.