TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.1) Today's managers are just as likely to be women as they are men. 1)  
2) Management affects employee morale but not a company's financial performance. 2)  
3) In order to be considered a manager, an individual must coordinate the work of others. 3)  
4) Supervisors and foremen may both be considered first-line manager. 4)  
5) Effectiveness refers to the relationship between inputs and outputs. 5)  
6) Effectiveness is concerned with the means of getting things done, while efficiency is concerned with  
the attainment of organizational goals.  
6)  
7) A goal of efficiency is to minimize resource costs. 7)  
8) Efficiency is described as "doing things right." 8)  
9) Managers who are effective at meeting organizational goasl always act efficiently. 9)  
10) The four contemporary functions of management are planning, organizing, leading, and  
controlling.  
10)  
11) Determining who reports to whom is part of the controlling function of management. 11)  
12) Directing and motivating are part of the controlling function of management. 12)  
13) Coaching and budgeting are skills closely relating to the management function of leading. 13)  
14) Fayol's management functions are basically equivalent to Mintzberg's management roles. 14)  
15) Mintzberg's resource allocation role is dimilar to Fayol's planning function because it involves the  
coordination of employee's activities.  
15)  
16) The roles of figurehead, leader and liaison are all interpersonal roles. 16)  
17) Disturbance handler is one of Mintzberg's interpersonal roles. 17)  
18) Mintzberg's information management role involves receiving, collecting, and disseminating  
information.  
18)  
19) Resource allocation and disturbance handling are both considered decisional roles. 19)  
1  
20) A finance manager who reads the Wall Street Journal on a regular basis would be performing the  
figurehead role.  
20)  
21) Technical skills become less important as a manager moves into higher levels of management. 21)  
22) Human skills is the ability to work well with other people. 22)  
23) Katz concluded that managers need three essential skills: technical, human, and conceptual. 23)  
24) Conceptual skills become less important as a manager moves into top management. 24)  
25) Only first-line managers and employees need to be concerned with being customer-responsive. 25)  
26) Social media platforms for electronic communication have become popular among employees to  
share ideas in their personal lives, but have not yet become tools used extensively in the workplace.  
26)  
27) In today's world, organizational managers at all levels and in all areas need to encourage their  
employees to be on the look-out for new ideas and new approaches.  
27)  
28) Innovation is only important to high-tech firms. 28)  
29) A distinct purpose is important in defining an organization. 29)  
30) A non-profit organization cannot be considered an organization. 30)  
31) In a survey conducted for a group of Arab executives, 'access to financial resources' was cited as a  
greater challenge to innovation than 'lack of qualified personnel'.  
31)  
32) Arab managers today are almost exlusively impacted by Western influences. 32)  
MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.33) Which of the following statements regarding managers in today's world is accurate? 33)  
A) The can be found exclusively in for-profit organizations  
B) ir age range is limited to between 30 and 65.  
C) y are found only in large corporations.  
D) The single most important variable in employee productivity and loyalty is the quality of the  
relationship between employees and their direct supervisors.  
34) Someone who works with and through other people by coordinating their work activities in order  
accomplish organizational goals is \_\_\_\_\_\_\_\_\_.  
34)  
A) laborer B) an assembly line worker  
C) manager D) salesperson  
35) Supervisor is another name for which of the following? 35)  
A) top manager B) middle manager  
C) eam leader D) first-line manager  
2  
36) In the past, nonmanagerial employees were viewed as employees who \_\_\_\_\_\_\_\_\_\_. 36)  
A) supervised others B) had no others reporting to them  
C) reported to top executives D) reported to middle managers  
37) The lowest level of management is \_\_\_\_\_\_\_\_\_\_. 37)  
A) a department of research manager B) a first-line manager  
C) nonmanagerial employee D) vice president  
38) Which of the following types of managers is responsible for making organization-wide decisions  
and establishing the plans and goals that affect the entire organization?  
38)  
A) production managers B) first-line managers  
C) top managers D) research managers  
39) All levels of management between the supervisory level and the top level of the organization are  
termed \_\_\_\_\_\_\_\_\_.  
39)  
A) foremen B) middle managers  
C) supervisors D) irst- ine managers  
40) Which of the following levels of management is associated with positions such as executive vicepresident, chief operating officer, chief executive officer, and chairman of the board?  
40)  
A) first-line managers B) top managers  
C) eam leaders D) middle managers  
41) Managers with titles such as regional manager, project leader or plant manager are \_\_\_\_\_\_\_\_\_. 41)  
A) first-line managers B) middle managers  
C) top managers D) production managers  
42) Which of the following best reflects the management structure of a traditional organization? 42)  
A) circle B) infinite line  
C) pyramid D) hub with spokes  
43) Division manager is associated with which of the following levels of management? 43)  
A) top manager B) team leaders  
C) first-line managers D) middle managers  
44) \_\_\_\_\_\_\_\_\_\_ is the process of getting activities completed efficiently with and through other people. 44)  
A) Management B) Supervision C) Controlling D) Leading  
45) The distinction between a managerial position and a non-managerial position is \_\_\_\_\_\_\_\_\_\_. 45)  
A) organizing the work of others B) planning the work of others  
C) coordinating the work of others D) controlling the work of others  
46) Which of the following is an example of an efficient manufacturing technique? 46)  
A) cutting inventory levels  
B) increasing the amount of time to manufacture products  
C) product reject rates  
D) decreasing product output.  
47) Wasting resources is considered to be an example of \_\_\_\_\_\_\_\_\_\_. 47)  
A) inefficiency B) efficiency C) ineffectiveness D) effectiveness  
3  
48) An automobile manufacturer that increased the total number of cars produced at the same cost, but  
with many defects, would be \_\_\_\_\_\_\_\_\_.  
48)  
A) concerned with inputs B) efficient and effective  
C) increasing effectiveness D) increasing efficiency  
49) Effectiveness is synonymous with \_\_\_\_\_\_\_\_\_. 49)  
A) goal attainment B) resource control  
C) cost minimization D) efficiency  
50) Efficiency refers to \_\_\_\_\_\_\_\_\_\_. 50)  
A) the additive relationship between costs and benefits  
B) relationship between inputs and outputs  
C) exponential nature of costs and outputs  
D) increasing outputs regardless of costs  
51) In successful organizations, \_\_\_\_\_\_\_\_\_\_\_. 51)  
A) high efficiency and low effectiveness go hand in hand  
B) low efficiency and high effectiveness go hand in hand  
C) high efficiency and high effectiveness go hand in hand  
D) quity go hand in hand  
52) Whereas \_\_\_\_\_\_ is concerned with the means of getting things done, \_\_\_\_\_\_ is concerned with the  
ends, or attainment of organizational goals.  
52)  
A) fficiency; effectiveness B) effectiveness; efficiency  
C) goal attainment; efficiency D) goal attainment  
53) How many management functions were originally proposed in the early part of the twenthieth  
century?  
53)  
A) nine B) five C) three D) four  
54) \_\_\_\_\_\_\_ was a French industrialist who first identified the basic management functions. 54)  
A) Weber B) Herzberg C) Fayol D) Taylor  
55) Today, the basic management functions are considered to be \_\_\_\_\_\_\_. 55)  
A) planning, organizing, leading, and controlling  
B) coordinating, staffing, and directing  
C) commanding, organizing, leading, and staffing  
D) planning, organizing, leading, and directing  
56) Which of the following management functions from the mid-1950s is no longer included in the  
basic functions of management?  
56)  
A) controlling B) planning C) leading D) staffing  
57) Writing an organizational strategic plan is an example of the \_\_\_\_\_\_ management function. 57)  
A) planning B) organizing C) coordinating D) leading  
58) Organizing includes \_\_\_\_\_\_\_. 58)  
A) determining who does what tasks B) hiring organizational members  
C) motivating organizational members D) fining organizational goals  
4  
59) A manager resolving conflict among organizational members is performing what function? 59)  
A) directing B) controlling C) leading D) commanding  
60) The process of monitoring, comparing, and correcting is called \_\_\_\_\_\_\_. 60)  
A) leading B) coordinating C) organizing D) controlling  
61) Mentoring is primarily associated with the management function of \_\_\_\_\_\_\_. 61)  
A) leading B) controlling C) planning D) organizing  
62) Budgeting is associated with the management functions of planning and \_\_\_\_\_\_\_. 62)  
A) controlling B) organizing C) directing D) leading  
63) The organizing process is more important \_\_\_\_\_\_\_\_. 63)  
A) than leading at all levels of management  
B) for top-level managers than it is for first-level managers only  
C) than any of the other management processes  
D) for top-level managers than it is for either middle- or first-level managers  
64) \_\_\_\_\_\_\_\_ developed a categorization shceme for defining what managers do, consisting of 10  
different but highly interrelated roles.  
64)  
A) Henri Fayol B) Henry Ford  
C) Mintzberg D) Morris  
65) According to Mintzberg's management roles, the \_\_\_\_\_\_\_\_ roles are those that  
involve people and other duties that are ceremonial and symbolic in nature.  
65)  
A) technical B) decisional C) informational D) interpersonal  
66) The roles of disseminator, figurehead, negotiator, liaison, and spokesperson are more  
important at the \_\_\_\_\_\_\_\_ levels of the organization.  
66)  
A) supervisory B) middle C) lower D) higher  
67) Which of the following is not an example of a decisional role according to Mintzberg? 67)  
A) spokesperson B) resource allocator  
C) entrepreneur D) disturbance handler  
68) A human resource manager attending a local Society for Human Resource  
Management meeting would be functioning in which role?  
68)  
A) disseminator B) leader C) liaison D) informational  
69) A finance manager who reads the Wall Street Journal on a regular basis would be performing which  
role?  
69)  
A) interpersonal B) monitor C) figurehead D) disseminator  
70) Which of the following is not an example of an interpersonal role according to Mintzberg? 70)  
A) spokesperson B) leader C) liaison D) figurehead  
71) According to Mintzberg's management roles, the \_\_\_\_\_\_\_\_ roles involve receiving,  
collecting, and disseminating information.  
71)  
A) technical B) interpersonal C) informational D) decisional  
5  
72) All three of Mintzberg's interpersonal roles are part of the \_\_\_\_\_\_\_\_ function. 72)  
A) organizing B) controlling C) leading D) planning  
73) Almost all managerial tasks involve \_\_\_\_\_\_\_\_. 73)  
A) organisation skills B) handling information  
C) interpersonal skills D) decision making  
74) All of the following are examples of informational roles according to Mintzberg  
except \_\_\_\_\_\_\_\_.  
74)  
A) monitor B) liaison C) disseminator D) spokesperson  
75) Which of the following is not an example of a decisional role according to Mintzberg? 75)  
A) entrepreneur B) spokesperson  
C) resource allocator D) disturbance handler  
76) Many of Mintzberg's roles align with the basic functions of management. For  
example, the \_\_\_\_\_\_\_\_ role is a part of planning.  
76)  
A) resource allocation B) leader  
C) figurehead D) liaison  
77) The \_\_\_\_\_\_\_\_ role is more important for lower-level managers than it is for either  
middle- or top-level managers.  
77)  
A) disseminator B) entrepreneur C) leader D) spokesperson  
78) The emphasis that managers give to various roles seems to be based on their  
\_\_\_\_\_\_\_\_.  
78)  
A) experience in their field B) tenure with the organization  
C) organization level D) personality  
79) All of the following are managerial roles that are more important at the higher levels  
of the organization except \_\_\_\_\_\_\_\_.  
79)  
A) leader B) disseminator C) figurehead D) negotiator  
80) Which of the following represents the most useful way of describing the manager's  
job?  
80)  
A) functions B) roles  
C) skills D) organizational level  
81) Understanding building codes would be considered a(n) \_\_\_\_\_\_\_\_ skill for a building  
contractor.  
81)  
A) political B) technical C) conceptual D) interpersonal  
82) Technical skills include \_\_\_\_\_\_\_\_. 82)  
A) familiarity with and interest in a general field of endeavor  
B) skill and interest in a general field of endeavor  
C) knowledge of and proficiency in a certain specialized field  
D) leadership and efficiency in a certain specialized field  
6  
83) Which of the following individuals identified the three essential managerial skills? 83)  
A) Katz B) Chambers C) Lewisberg D) Raines  
84) The three essential managerial skills include \_\_\_\_\_\_\_\_. 84)  
A) human, empirical, and conceptual B) technical, human, and conceptual  
C) interpersonal, and controlling D) empirical  
85) Understanding building codes would be considered a \_\_\_\_\_\_\_\_ skill for a building  
contractor.  
85)  
A) empirical B) technical C) conceptual D) human  
86) Which of the following is true concerning technical and managerial skills? 86)  
A) Technical-skill needs remain necessary and human skills decrease as managers  
move to higher levels.  
B) Human skills and technical skills remain equally important as managers move to  
higher levels.  
C) Human skills remain necessary and technical-skill needs decrease as managers  
move to higher levels.  
D) Both human-skill and technical-skill needs decrease as managers move to  
higher levels.  
87) Managers with good \_\_\_\_\_\_\_\_ are able to communicate, motivate and lead to get the  
best out of their people.  
87)  
A) conceptual skills B) technical skills  
C) human skills D) visual skills  
88) Technical skills include \_\_\_\_\_\_\_. 88)  
A) skill and interest in a general field of endeavor  
B) leadership and efficiency in a certain specialized field  
C) knowledge of and proficiency in a certain specialized field  
D) familiarity with and interest in a general field of endeavor  
89) The ability to work well with other people, both individually and in a group,  
describes which of the following skills \_\_\_\_\_\_\_\_.  
89)  
A) assessment skills B) planning skills  
C) human skills D) technical skills  
90) Which of the following skills are more important at lower levels of management, as  
these managers are dealing directly with employees doing the organization's work?  
90)  
A) conceptual B) technical C) empirical D) human  
91) Which of the following types of skills is described with the terms analyze and  
diagnose?  
91)  
A) technical B) political C) conceptual D) interpersonal  
92) Which of the following types of skills are described with terms such as abstractsituations and visualization?  
92)  
A) conceptual B) technical C) human D) interpersonal  
7  
93) Which one of the following phrases is best associated with managerial conceptual  
skills?  
93)  
A) decision making  
B) using information to solve business problems  
C) communicating with customers  
D) product knowledge  
94) Which of the following is true regarding a manager's job with respect to customers? 94)  
A) Today, the majority of employees in developed countries work in product  
sectors.  
B) Managers have not yet recognized the importance of delivering consistent  
high-quality customer services.  
C) Employees play an insignificant role in delivering quality customer services.  
D) Managers must create a customer-responsive organization in order to survive  
successfully in today's environment.  
95) Social media is a communications tool which should not be used to \_\_\_\_\_\_\_\_. 95)  
A) tap into innovation and talent  
B) publish one-way messages from managers to employees  
C) manage human resources  
D) connect with customers  
96) Which of the following is not related to innovation? 96)  
A) Quality of scientific research  
B) Protection of intellectual property rights  
C) Company spending on research and development  
D) Intolerance to mistakes in the production process  
97) An organization is \_\_\_\_\_\_\_\_. 97)  
A) the physical location where people work  
B) a group of individuals focused on profit making for their shareholders  
C) a collection of individuals working for the same company  
D) a deliberate arrangement of people to accomplish some specific purpose  
98) One of the common characteristics of all organizations is \_\_\_\_\_\_\_\_, which is typically  
expressed in terms of the organization's goals.  
98)  
A) its purpose B) its systematic structure  
C) eople D) goals  
99) One of the common characteristics of all organizations is \_\_\_\_\_\_\_\_, which clarifies  
members' work relationships.  
99)  
A) its deliberate structure B) its goals  
C) purpose D) people  
100) A deliberate arrangement of people to accomplish some specific purpose is \_\_\_\_\_\_\_\_. 100)  
A) a process B) an assembly operation  
C) structure D) organization  
8  
101) A difference between traditional organizations and new organizations is that the new  
organizations tend to be more  
101)  
A) stable B) command oriented  
C) rule oriented D) dynamic  
102) Which of the following best describes the concept that management is needed in all  
types and sizes of organizations, no matter the country in which they're located?  
102)  
A) he cultures of management B) he partiality of management  
C) the segmentation of management D) the universality of management  
103) Universality of management means that \_\_\_\_\_\_\_\_. 103)  
A) all organizations can hire any manager to perform the management jobs  
B) all managers in all organizations can perform their job the same way  
C) any manager can work in any organization and perform any management job  
D) all managers in all organizations perform the four management functions  
104) Organizations that are well managed \_\_\_\_\_\_\_\_. 104)  
A) develop a loyal customer base, grow, and prosper  
B) always have the lowest-cost products  
C) choose the best suppliers for their products  
D) compete on an international basis because they have the best products  
105) Which of the following types of managerial positions is most likely to involve clerical  
duties?  
105)  
A) chief executive officer B) project manager  
C) regional department head D) shift supervisor  
106) A manager's success is typically \_\_\_\_\_\_\_\_. 106)  
A) how closely the manager supervises the employees  
B) dependent on how hard the manager works  
C) based on how skilled the manager is at the technical elements of the job  
D) dependent on others' work performance  
107) A primary responsibility of managers is creating a work environment that \_\_\_\_\_\_\_\_. 107)  
A) allows employees to do their work to the best of their ability  
B) is safe and well lit  
C) is clean and organized  
D) provides excellent customer service  
108) Which of the following represents a challenge of management? 108)  
A) work with a variety of people  
B) have little influence on organizational outcomes  
C) have to deal with a variety of personalities  
D) enjoy relatively easy work  
9  
109) Each of the following represents a challenge of management except \_\_\_\_\_\_\_\_. 109)  
A) success depends on others' performance  
B) are highly valued by organizations  
C) must motivate workers in uncertain situations  
D) must operate with limited resources  
110) All of these have influenced Arab managerial thought except \_\_\_\_\_\_\_\_. 110)  
A) Southeast Asian immigration waves to the Gulf region  
B) Religion  
C) Tribal and familial traditions  
D) Western influences  
Mangerial Basic Training (Scenario)  
Imagine that your marketing company has just merged with a manufacturing organization. You have been asked to help  
provide some "basic" managerial training to the engineers in the research and development unit of the new sister company.  
To make sure you are covering the necessary issues, your boss has asked to see an overview of materials that you will be  
providing the engineers.  
111) Now that both companies are merged and are a systematic arrangement of people set  
to accomplish a specific purpose, they could be described as a(n) \_\_\_\_\_\_\_\_.  
111)  
A) organization B) holding company  
C) business unit D) multinational company  
112) One of the first things the engineers need to learn is that \_\_\_\_\_\_\_\_ are the people who  
direct the activities of others in an organization.  
112)  
A) directors B) subordinates C) managers D) line workers  
113) Another fact that engineers need to learn is that supervisors may frequently be  
referred to as \_\_\_\_\_\_\_\_.  
113)  
A) project leaders B) top managers  
C) first-line managers D) middle managers  
114) Many of the engineers in the group are unclear about what managers actually do.  
Your training materials explain that a manager's job focuses on \_\_\_\_\_\_\_\_.  
114)  
A) helping others accomplish their work goals  
B) the performance of clerical duties  
C) supervising groups rather than individual employees  
D) personal achievement  
The Customer Meeting (Scenario)  
Samer, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is  
sold to distributors. Samer reports to Bassem, a production manager, who in turn reports to Hani, a general manager, who  
reports to Jamil, a vice president of operations. Recently, Jamil asked Hani to have a meeting with Samer and Bassem  
regarding some customer concerns in the production area. The focus of the meeting was to judge the validity of the customer  
concerns, and to develop a specific plan to address these concerns.  
115) What is the commonality among Samer, Bassem, Hani, and Jamil? 115)  
A) They all have the same job content B) They all are managers  
C) They all produce the same product D) They all have the same vision  
10  
116) Samer is considered to be what level of management? 116)  
A) first-line manager B) middle manager  
C) superintendent of assembly D) top manager  
117) Bassem and Hani are considered to be what level of management? 117)  
A) superintendents of assembly B) middle managers  
C) top managers D) first-line managers  
118) Jamil is considered to be what level of management? 118)  
A) superintendent of assembly B) first-line manager  
C) middle manager D) top manager  
119) The structure of the managerial relationships among Jamil, Hani, Bassem, and Samer  
can best be described as a \_\_\_\_\_\_\_\_.  
119)  
A) innovative nuclear structure B) flexible work group  
C) communication hub D) traditional pyramid structure  
The Perfect Manager (Scenario)  
Sarah has proven herself to be an able manager. Her section has a high project completion rate with the highest-quality  
product and the lowest defects in her division. In addition, she accomplishes this with fewer full-time employees than other  
managers. Some say that the secret of her success is in her ability to delegate responsibility and her understanding of the  
basic "management functions."  
120) Sarah's ability to complete activities efficiently and effectively with and through other  
people is known as \_\_\_\_\_\_\_\_.  
120)  
A) delegation B) management C) coercion D) leadership  
121) Sarah's ability to produce the same amount of product with fewer personnel is a reflection of her  
\_\_\_\_\_\_\_\_.  
121)  
A) leadership B) process skills C) efficiency D) effectiveness  
122) The fact that Sarah completes her projects is an indication of her \_\_\_\_\_\_\_\_ as a  
manager.  
122)  
A) effectiveness B) leadership  
C) attention to detail D) efficiency  
123) If Sarah accomplished her projects on time with high-quality results, but she took  
more time than other managers in the process, you could say that as a manager she  
was \_\_\_\_\_\_\_\_.  
123)  
A) effective, but not efficient B) a leader, but not a top manager  
C) project oriented, but not effective D) efficient, but not effective  
124) The "management functions" exemplified by Sarah include all but which of the  
following?  
124)  
A) calibrating B) organizing C) controlling D) planning  
11