

Student name: _____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

In management, being effective means using resources wisely and cost-effectively.

true

false

As the manager of a popular beachfront eatery, Franco sets employee schedules, assigns sections and work responsibilities, and orders inventory. Franco is engaged in the planning function of the management process.

true

false

Juliana, a regional director for a national chain of dental clinics, is comparing the goals of the clinics in her region with their recent sales. She identifies three clinics that are underperforming, and she schedules meetings with those managers to discuss corrective action. Juliana is engaged in the *controlling* management function.

true

false

As a manager of a high-end jewelry design brand, Marvin makes strategic long-term decisions about his company's overall direction. In addition, he creates and directs the corporate strategies. In light of these tasks, Marvin must be a middle manager.

true

false

Shelby is a district manager who oversees several store managers in a national toy and games retail chain. Shelby reports directly to the vice president of marketing, a member of top management, meaning that Shelby is a middle manager.

true

false

Mintzberg concluded that managers play three broad types of roles: interpersonal, analytical, and critical.

true

false

Human skills consist of the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together.

true

false

Organizations can readily gain a competitive advantage by selling products and services at a lower price than competitors.

true

false

Benton owns and operates a home renovation service. He recently adopted a project management software program that will improve his ability to efficiently deliver services. Based on this information, Benton is actively managing for both competitive advantage and ethical standards.

true

false

Griffin wanted to improve his career readiness and identified some competencies he wanted to develop. He completely overhauled his daily routines so he could quickly improve these competencies. Based on what you know about the process for managing career readiness, Griffin most likely will struggle to develop his chosen competencies.

true

false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

Which one of the following is one way to think about management?

the art of efficiency and effectiveness

the science of helping people

the science of selling things for more than they cost to make

the art of getting things done through people

At Rita's 'Ritas + Tacos, a locally owned restaurant, employees work together to accomplish the company's goals. Rita's 'Ritas + Tacos is a(n)

ad hoc team.

organization.

group.

user of stretch goals.

Laurence owns I Pity the Foot, a retail shoe store. Laurence carefully controls costs by ordering in bulk, limiting labor costs, and renting the additional space in his building to another business. Laurence is an example of a(n)_____ manager.

effective

detail

efficient

macro

The director of finance, Dalila, is well regarded for her shrewd problem-solving skills and the consistency with which her division meets its goals. Dalila is an example of a(n)_____ manager.

effective

diverse

detail-oriented

efficient

Management is defined as the pursuit of organizational goals

efficiently and effectively.

correctly and with synergy.

efficiently and in a detailed-oriented manner.

with passion and effectiveness.

When your influence as a manager is multiplied far beyond the results that can be achieved by just one person acting alone, you are thought to have

a multiplier effect.

synergy.

social capital.

a competitive advantage.

Management students may not immediately become managers, but studying management can help you

understand how organizational decisions are made.

better manage money.

improve your technology skills.

counsel others on personal and family issues.

Munni has been a recruiter for a health care analytics company for several years, and she has applied to become the director of talent acquisition. What might Munni expect if she becomes a management practitioner?

few rewards due to the large amount of stress

many rewards apart from money and status

being exempt from some current laws

not having to stretch her abilities

Jayden is a top manager at a large electrical supply company. The company president has noticed that the order packers and sales agents gravitate toward Jayden. They approach Jayden for

advice, especially on important matters, even though he does not directly supervise most of them. The company president realizes that Jayden is acting as a(n)_____ to junior employees.

mentor

client

entrepreneur

middle manager

What are the four principal functions of management?

scheduling, organizing, leading, and mentoring

staffing, planning, motivating, and delegating

planning, organizing, leading, and controlling

staffing, planning, profiting, and delegating

When the manager of a local real estate agency sets quarterly targets and then develops a blueprint for how to achieve them, she is

planning.

leading.

delegating.

organizing.

Malee conscientiously strives to balance the means and the ends for her company. She orchestrates her employees to work together to meet goals, and she keeps a close watch on supplies, inventory, and other assets. In doing all of these activities, Malee is

developing synergy.

delegating.

strategizing.

managing.

At Quality Cuts Butcher Shop, Jessie is deciding which products will be processed on which days, how many workers will be scheduled, and who will be in charge of the work flow. Which of the four key management functions is Jessie using?

planning

organizing

leading

controlling

When a cross-town competitor closed suddenly, the number of customers at Janie's Gun Gallery increased dramatically. Janie inspired her team to put in extra effort to meet every customer's needs. Which of the four key management functions was Janie using?

planning

organizing

leading

controlling

As the yardmaster for Union Pacific Railroad, Brent regularly performed the management process. When Brent assigned engineers to train routes, he was _____, and when he calculated how many trains arrived on time he was _____.

organizing; controlling

controlling; leading

organizing; planning

leading; planning

As regional manager for chain of dollar stores, Robin compares weekly sales reports from each store with projected sales goals and then takes corrective action if needed. Which of the four key management functions is Robin using?

planning

controlling

organizing

leading

An analogy by management theorist Peter Drucker compared the workplace of the future to the Great Depression.

a science fiction movie.

a reality television show.

a symphony orchestra.

Jackson is the billing manager for a large primary care clinic. He has expertise with the accounting software, insurance coverages, and handling client concerns. Because he possesses these technical skills, Jackson can be considered a _____ worker.

cognitive

focused

top-rated

knowledge

Which of the following lists the levels of management from highest to lowest on the traditional managerial pyramid?

store, regional, director, vice president

upper, middle, lower

top, middle, first-line, team leaders

first-line, advisors, top, executives

As chief people officer (CPO) at a major beverage manufacturer, Reese regularly contributes to discussions about the direction of the firm and how his division can influence the employees to work toward organizational goals. Reese is probably a(n)

first-line manager.

team leader.

middle manager.

top manager.

Dani pays a lot of attention to her company's competitors, she watches for long-run opportunities and problems, and she devises strategies for how her company will respond. Dani is a(n)

team leader.

first-line supervisor.

department manager.

top-level manager.

Jayden, a factory manager for a multinational plastics manufacturing company, received an e-mail from the CEO explaining an important change being made by the company. Jayden's factory along with three others would be changing their production lines to begin manufacturing plastic medical containers. As a middle manager, Jayden will be expected to

oversee the change process and coordinate the department managers in his factory.

review whether this change seems like the best strategy for the company to follow.

inform the stockholders about the company's move into medical products.

be solely focused on ensuring the company's taxes are submitted on time.

Almost two years ago, JiHoon was promoted to his first-ever manager job. He manages the service desk of a large hotel, so he makes many short-term decisions about customer requests and directing the tasks of the service desk employees. JiHoon could best be described as a

team leader.

first-line manager.

board member.

middle manager.

Gavin is an associate for a large retailer. Sometimes Gavin works alone answering customer questions or moving inventory. Other times, he works with other associates to rearrange displays or complete large orders. Gavin is probably a

first-line manager.

nonmanagerial employee.

director of the board.

top-level manager.

If you were working as a vice president of human resources, you would be considered a(n)

team leader.

advisory manager.

board member.

functional manager.

Kindred Spirits Stables (KSS) provides emotional, mental, and behavioral therapies via therapeutic horseback riding. KSS charges enough to cover its operational costs, but it does not expect to make money. KSS is probably a

nonprofit organization.

mutual-benefit corporation.

servant organization.

for-profit company.

Olivia works as a county animal-control officer. Her job is to assist all the residents of her county with stray, nuisance, and lost animals, but she is restricted from providing animal-control services in adjoining counties. Olivia probably works for a _____ organization.

servant

commonweal

for-profit

mutual-benefit

Each month, Parker attends a meeting of the local chapter of the Society for Human Resource Management (SHRM). Parker and other human resources professionals volunteer their time to

create professional development sessions and networking opportunities that allow them to advance their careers. SHRM is probably a(n)_____ organization.

mutual-benefit

for-profit

nonprofit

commonweal

As police chief in a small town, Paul is very concerned about measuring the success of his organization. How might Paul measure success?

based on whether he saved enough department funds last year

based on social media comments related to local homelessness

by increasing the amount of revenue earned from tickets and fines

by considering the effectiveness of the police in protecting and serving the town

According to management scholars Porter and Nohria, modern managers should expect to work long hours with limited interpersonal interactions.

be responsible for one department or project at a time.

spend almost all of their time communicating with others.

supervise employees who are working to meet the managers' demands.

Mintzberg theorized that managers play which three broad types of roles?

interpersonal, analytical, informational

disseminator, leader, informational

interdependent, monitor, analytical

interpersonal, informational, decisional

As a corporate buyer, Bahkti bargains for fair wholesale prices for the products her company purchases. When handling this responsibility, Bahkti is playing the_____ role.

resource allocator

negotiator

leadership

monitor

As distribution manager, Jamie is constantly gathering information about shipping rates, improvements in logistics analysis, and competitors' strategies for reducing distribution costs. Jamie is playing the _____ role.

liaison

resource allocator

disseminator

monitor

As a university president, Naomi presents diplomas at commencement, announces awards and promotions to faculty, and issues regular statements about the importance of adhering to university policies. These behaviors are part of Naomi playing the _____ role.

resource allocator

figurehead

disseminator

entrepreneur

To maintain a competitive advantage, the top management team of a national furniture store decided to increase employee training, increase incentives for employees, and initiate a progressive discipline approach. These decisions were made by managers playing a _____ role.

figurehead

leadership

disturbance handler

decisional

Riley initiates and encourages innovation, fixes unforeseen problems, sets priorities about the use of resources, and works with others to accomplish organizational goals. Together, these responsibilities comprise which type of managerial role?

disseminator

interpersonal

leadership

decisional

During the COVID-19 pandemic, a local wine and spirits retailer faced changes in store hours, limited supply of its products, new sanitizing protocols mandated by the state licensing board, and conversion of most sales to drive-through, curbside, or delivery. During this time, the store manager shared daily updates with employees by e-mail and on posted announcements, and she regularly updated the store's website and social media pages. In this scenario, the store manager was playing the _____ role.

spokesperson

liaison

disseminator

entrepreneur

Haley manages a coffee shop that is well-known for its signature purple espresso. This morning, she was informed that the purple espresso beans are backordered for at least three weeks, so Haley responds by calling others in her network to fix this supply issue and providing another feature product for her customers. Haley is playing the _____ role.

monitor

resource allocator

disturbance handler

spokesperson

As the public relations manager of a local library, Mahayla is meeting with the news media regarding a new reading program for children. Mahayla is performing the _____ role.

spokesperson

disseminator

liaison

entrepreneur

Omar manages a small lakefront shop that sells fishing tackle and boating gear. One of Omar's employees recently suggested that the shop begin to sell variety bags of 3 or 4 fishing lures. Omar implemented this idea and the shop now averages selling five variety bags each day. Omar's acceptance and implementation of the employee's idea shows that he embraces the _____ role.

developer

entrepreneur

resource allocator

liaison

Which statement describes how employers perceive the career readiness of students?

Students are well prepared in the skill areas of leadership, digital technology, and global fluency.

Students are least ready in the skill areas of leadership, professionalism, and communication.

The largest gap in readiness perceptions between students and employers is related to teamwork/collaboration skills.

The majority of employers perceive students to lack any career readiness skills.

Anthony has excellent *hard skills*, including his competency in _____, as demonstrated by his expertise in developing, delivering, and analyzing his company's social media impact.

computational thinking

information technology application

new media literacy

decision making

Adrian has excellent *soft skills*, including his competency in _____, as demonstrated by how he established and continues to maintain professional relationships from throughout his education and career experiences.

networking

social intelligence

emotional intelligence

teamwork/collaboration

Brooklyn shows commitment, is self-motivated, accepts responsibility for her actions, and has a proactive learning orientation. Brooklyn is likely career-ready on the _____ competency.

core

knowledge

soft skills

attitudes

Murad dreamed of working in the fashion industry. He landed a fashion internship, but the company did not hire him when he graduated. After interviewing with eight other companies, Murad still did not have a job upon graduation. Murad viewed his job search struggles as an opportunity to move to Paris, the fashion capital of the world. Murad is demonstrating

self-motivation.

personal adaptability.

openness to change.

resilience.

Why is willingness at the center of the process when it comes to managing your career readiness?

It demonstrates the importance of the competencies.

It is up to you to shape your shape your future.

It is up to the future employer to offer you a job.

It is part of your degree program.

DeVonte is following the process for managing his career readiness. First, he identified the competencies he wanted to develop, then he considered how content in his textbook relates to his targeted competencies. Next, DeVonte should

try out a few small steps aimed at developing his targeted competencies.

evaluate the results of his experimental small steps.

assess his willingness to change his career readiness.

determine which competencies are easiest to model for others.

According to Robert Katz, which three skills do managers acquire through education and experience?

monitoring, planning, leading

planning, leading, conceptual

technical, leading, planning

technical, conceptual, human

Technical skills consist of the

discipline concerned with creating computer systems.

ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together.

job-specific knowledge needed to perform well in a specialized field.

ability to work well in cooperation with other people to get things done.

Robert Katz theorized that _____ skills are comprised of analytical thinking and understanding complex organizations, while _____ skills are about building interpersonal relationships and cooperative teamwork.

technical; conceptual

conceptual; human

soft; technical

innovation; soft

Sonia is the president of a regional bank that primarily serves small rural towns throughout a six-state region west of the Rockies. A few years into her tenure, some of her bank's customers began moving their accounts to competitors that provided a mobile app. Sonia had to determine which banking services, if provided via an app, would help retain her customers and which were not worth the investment in technology. In the meantime, Sonia had to maintain quality on more traditional cashier and drive-through services. To understand how the bank's overall service offerings fit together, Sonia utilized her _____ skills.

perceptive

conceptual

people

soft

Because upper management must deal with problems that are ambiguous but that could have far-reaching consequences, _____ skills are particularly important for top managers.

people

conceptual

leadership

financial

Savannah, an executive director, spends a large part of her day working closely with her direct reports and colleagues in other departments to successfully accomplish her many responsibilities. Which type of managerial skill is Savannah exhibiting?

technical

human

partnership

culture

_____ include leadership and information technology and will be necessary for success no matter your career path; while _____ include social and emotional intelligence and are becoming more important as firms outsource or automate routine tasks.

Attitudes; core competencies

Knowledge; attitudes

Core competencies; soft skills

Soft skills; other characteristics

As a veterinarian technician, Jessica offers to perform blood tests to hone her diagnostic skills, volunteers to organize the free spay/neuter clinic twice a year, and trains new employees. Jessica is developing her career readiness by

building self-awareness.

learning on-the-job.

modeling others who possess her targeted competencies.

learning from educational activities.

To develop your career readiness, you could _____ by asking for honest, targeted feedback from people you trust, or you could _____ by attending training seminars.

build self-awareness; learn from educational activities

learn from on-the-job activities; experiment

model others possessing the targeted competencies; build self-awareness

experiment; seek experience from student groups

Imagine you are the sales manager for a company that sells many types and sizes of rock and gravel to construction, landscaping, and retail clients. Because the profit margins are razor-thin, you need to ensure that you are getting the very best prices from the quarries. When reviewing the quarterly profit statement, you realize that your costs are higher than they should be, and you trace the higher costs back to an employee who has been lax about getting competitive bids to ensure the lowest prices. To enact the *controlling* management function, what would you do next?

Set a target price for new contracts and provide a training program to the sales department on how to negotiate contracts.

Give an inspirational speech to motivate the employee to improve her effort on the competitive bid process.

Reorder the workflow so that gravel prices quoted to customers is based on the contract price.

Pay attention to the cost of rock and gravel over several months, determine if the cost is actually higher than your stated targets, and reassign your workers so that the best negotiators handle the largest purchase contracts.

Managing for competitive advantage, information technology, and diversity represent key managerial challenges.

leader concerns.

primary policy decisions.

managerial obstacles.

According to psychologist Mihaly Csikszentmihalyi, the ideal state is a(n)_____ somewhere between boredom and anxiety.

professional experience

emotional zone

mood zone

psychological status

Vandelay Industries employs chemical and manufacturing experts who are among the best in the world at developing and producing products that contain latex. Vandelay Industries is highly efficient and outperforms its competitors which results in a(n)_____ over its competition.

effectiveness advantage

synergy

leadership bonus

competitive advantage

Managing for competitive advantage is an important challenge to being an exceptional manager. Some organizations focus on _____ by offering goods and services that are more excellent than those offered by competitors; meanwhile, other organizations may focus on _____ by delivering goods and services faster and cheaper.

customer responsiveness; quality

efficiency; innovation

innovation; diversity

quality; efficiency

Evergreen Nursery, which retails plants and gardening accessories to local customers, focuses on the first law of business. Thus, Evergreen Nursery retains its competitive advantage by always establishing partnerships with vendors.

taking care of the customers.

increasing employee engagement.

making data-driven purchasing decisions.

Dr. B.J. Fogg theorized that changing behaviors into habits begins with which step?

celebrating each time you perform a tiny change

attaching the tiny change to an existing habit

identifying a simple, tiny change you can implement

identifying something specific you want to accomplish

The managers of DeliverEase have been fully focused on maintaining a competitive advantage through innovation. Which of these is an example of DeliverEase's innovativeness?

DeliverEase purchases carbon rebates to offset the pollution created by its delivery vehicles.

DeliverEase negotiates an acquisition of a European delivery app to expand its service footprint.

DeliverEase markets itself using quotes from real customers attesting to great customer service.

DeliverEase was the first food delivery app to add real-time tracking for every order.

A paper mill located in a small rural town uses complicated, heavy-duty machines to turn logs into toilet paper. When the machines break, there is one local machinist who can make the custom replacement parts that are critical to getting the mill back to full operation. If true, which of these would explain the quality of the machinist's products?

The mill might put up with poor-quality products.

The machinist may stop producing parts needed by the mill.

The mill will offer to pay a higher price than the machinist asks.

The mill will partner with a machinist in another state to get the parts faster.

A famous chef is emphasizing_____ by building a new restaurant with as few raw materials and as little labor as possible.

efficiency

synergy

diversity

quality

Between the years 2021 and 2060, the proportion of the U.S. population that was born in another country is expected to

double.

increase.

remain unchanged.

decrease.

To meet the challenge of managing for diversity, managers should

only hire women into leadership roles.

create a culture of inclusion of all employees.

expect the proportion of African American customers to decline.

rely on the government to set affirmative action quotas.

According to the American Management Association, dealing with excessive and unimportant e-mail and text messages in the workplace can lead to

decreased employee conflict and stress.

increased productivity.

improved morale.

concentrating on the urgent rather than the important.

Even though workers in some industries experience economic downsides, it seems inevitable that _____, the increasingly interconnected nature of business around the world, is here to stay.

sustainability

innovation

ethics

globalization

Debating in late 2022, ChatGPT is a large language model-based chatbot that can be used to refine and steer a conversation toward parameters input by the user, and is a notable example of

e-commerce.

data science.

IT simulation.

artificial intelligence.

Charles and Daisy are team members working on a presentation for a potential new client.

Instead of working separately and sending files back and forth, they are using _____ to work together efficiently.

a strategy database

collaborative computing

informational roles

knowledge management

On its employee portal, a national sales organization maintains a Frequently Asked Questions (FAQ) page that recaps common customer questions and how they should be answered by the sales agents. Making the FAQ page available to all the sales agents at all of the different sales locations is an example of

a strategy database.

project management software.

sustainable development.

knowledge management.

Kyra's plumbing company won a bid to install plumbing in all of the new homes in a 12-acre development. Once underway, Kyra realizes that her employees must work many hours of overtime to meet the project deadlines, but doing so will eliminate the profit she was set to earn. When considering options such as asking her employees to work extra time without overtime pay, quitting with the work partially done, or paying the overtime out of the company's working capital, Kyra is confronting a(n)

global standard.

technological challenge.

ethical dilemma.

sustainable development.

Heifer International is a charitable organization that focuses on economic development, environmental sustainability, and food security around the world. Heifer International is primarily operated out of a LEED certified building that is renowned for its green construction on revitalized land. This facility serves the organization's business operations and educational mission. Heifer International is managing for

sustainable development.

ethical dilemmas.

diversity.

career readiness.

Being a manager can be one of the greatest avenues to a meaningful life, particularly if the manager

is working in a diverse culture.

has a supportive family.

perceives they are helping others through their work.

is very good at their job even if they don't like it.

Anzu is a factory supervisor for a company that makes sheets, blankets, and other linens. Anzu has been tasked with increasing the factory's production capacity. Which of the following describes how Anzu might meet the challenge of managing for ethical standards?

Anzu identifies a new cotton supplier that does not use chemicals or pesticides in its production process.

Anzu adopts collaborative computing capabilities so that she can work on projects with supervisors at the company's other factories.

Anzu determines that the capacity goal could be met if she eliminated the safety inspections that happen at the top of every hour.

Anzu revamps the HR practices to attract more diverse candidates to apply for the open factory positions.

According to research, finding meaningfulness in your life will be associated with decreased productivity.

better work and life satisfaction.

increased hospitalizations.

a longer life span.

Apps-a-Plenty is a small organization that develops smartphone game apps. Apps-a-Plenty does not maintain an office. Rather, its four employees work from their homes in Los Angeles, Philadelphia, Miami, and Atlanta. They collaborate via conference calls, video, meetings, and specialized software that allows them to work together in real time. Apps-a-Plenty is an example of

big data at work.

e-commerce.

sustainability in action.

a virtual organization.

As the director of nursing at a local hospital, Marianna has a “high-touch job.” Which of these most likely describes her work?

She provides care directly to patients in the labor and delivery unit.

She assigns and supervises the nurses in the critical care unit.

She deals with people throughout the hospital and directly affects nurses, patients, and others in the organization.

She sets long-term strategy for extending the services offered by the hospital.

According to Mintzberg, information handling is the most important part of a manager’s job because

accurate information is vital for making intelligent decisions.

managers use information to make decisions to solve problems.

constant communication is the norm.

managers are responsible for multiple departments, locations, decisions, projects, and people.

Which of the following is an example of Ethan, a bowling alley manager, acting as a resource allocator?

Ethan holds a weekly staff meeting to ensure all employees know about current specials.

Ethan determines which lanes are reserved for league play and which are for parties.

Ethan recognizes the most valuable employee at the annual awards ceremony.

Ethan reads a feature article about a new bowling alley opening across town.

Career readiness represents the extent to which you possess the _____ desired by employers.

skills, attributes, and references

knowledge, skills, and degree

knowledge, skills, and attributes

motivation, skills, and self-awareness

Tanisha, an experienced logistics manager, was recently assigned to oversee a division that is struggling to meet its goals. In her first week, she reviewed the organizational chart, productivity reports, and operational costs. What might Tanisha do with this information?

She might move managers into other areas to test their knowledge.

She might implement all new software and hire additional staff.

She might reorganize the division and rethink the work flows.

She might suggest to upper management that the division needs to close.

After many recent setbacks for the cruise industry, the morale among the Seas the Day cruise ship crew is quite low. In response, Valery, the ship captain, reminds the crew about the importance of delivering impeccable service and encourages them to create a fun atmosphere for all the vacationing guests. Valery is engaging in which principal management function?

controlling

leading

planning

organizing

Madolyn is the top executive for a large corporation that makes and sells luxury cosmetics. The company produces eight different product lines that are made in 14 factories and distributed at thousands of retail locations on two continents. Which of the following best describes how Madolyn is likely to spend her time?

Madolyn often feels the need to be in multiple places at once and she deals with continuous diversions of her attention. To be successful, Madolyn frequently assigns tasks to others and enables the other leaders to make good decisions when she isn't there. Which of Porter and Nohria's findings best explains Madolyn's workdays?

Madolyn primarily focuses on the parts of her job she likes the best rather than worrying about following an agenda.

Madolyn spends most of her work time working independently and focused on a single important task.

Madolyn is constantly communicating with others in person, through e-mail, or through some other format.

Because very few others depend on her, Madolyn has time to make all of the company's business decisions by herself.

As a manager, you will play many roles. For example, sometimes you will engage _____ roles which entails interacting with people inside and outside their work units. Other times you will engage _____ roles in which you receive and communicate information with other people inside and outside the organization.

interpersonal; informational

interpersonal; resource allocator

informational; liaison

figurehead; negotiator

Erika works with a group on projects that are too complicated for one person and frequently necessitates diverse areas of expertise. Erika's primary role is to ensure the group has everything it needs to achieve its goals, so Erika is probably a

team leader.

shift manager.

middle manager.

top manager.

Serena is the CEO of Rabbit Records, a major record label based in Los Angeles, California. Serena would like to purchase a new recording studio in New York City. Based on what you know about levels of management, what needs to happen?

Oscar, a mid-level manager, should ask Claire, a first-line manager on his operations team, to scout different locations in New York and provide him with options so he can relay them to Serena.

Claire, a first-line manager, should ask Oscar, a mid-level manager, to provide her with different cities that Rabbit Records should look into.

Claire, a first-line manager, should tell Claudia, the company's CFO, to budget for the new studio.

Oscar, a mid-level manager, should purchase a studio in Miami and then explain to Serena how it is the expansion option for Rabbit Records.

Hideaki is trying to further develop his soft skills. Based on what you know about career readiness competencies, which of the following actions will help him the most?

He needs to use modern technology to analyze data sets in order to achieve organizational goals.

He needs to work with different stakeholders and take in their feedback when making decisions.

He needs to learn more about different cultures and races so he can improve his understanding of cross-cultural differences.

He needs to be more patient, flexible, and prepared to adapt to changing situations.

Jacob, a rather shy person, is looking to improve his ability to network, which is an important career readiness competency. Based on what you know about managing career readiness, what does he do next?

He needs to make significant changes to the way he interacts with others. This includes jumping out of his comfort zone and reaching out to those in his industry.

He needs to make small changes to the way he interacts with others. This includes slowly moving out of his comfort zone and reaching out to a select few in his industry.

He needs to identify which career readiness competency he wants to work on. This includes evaluating the different career readiness competencies employers are looking for.

He needs to identify the changes he needs to make to his current habits in order to develop his networking skills.

In the Management in Action case it is evident that the Changs did not effectively manage for technological advances. How could they have done this?

They could have focused on international stores because they were struggling.

They could have looked into sustainable clothing lines like Zara.

They could have stopped acting in isolation from the rest of the company.

They could have better utilized big data.

Serena is the CEO of Rabbit Records, a major record label based in Los Angeles, California. Serena would like to purchase a new recording studio in New York City. Based on what you know about levels of management, what needs to happen?

Nick, a mid-level manager, should ask Ryan, a first-line manager on his operations team, to scout different locations in New York and provide him with options so he can relay them to Serena.

Ryan, a first-line manager, should ask Nick, a mid-level manager, to provide him with different cities that Rabbit Records should look into.

Ryan, a first-line manager, should tell Claudia, the company's CFO, to budget for the new studio.

Nick, a mid-level manager, should give Serena a list of the different cities that Rabbit Records should look into.

Aaron is trying to further develop his soft skills. Based on what you know about career readiness competencies, which of the following actions will help him the most?

He needs to use modern technology to analyze data sets in order to achieve organizational goals.

He needs to work with different stakeholders and take in their feedback when making decisions.

He needs to learn more about different cultures and races so he can improve his understanding of cross-cultural differences.

He needs to be more flexible and ready to adapt to changing situations—this will require him to work on his patience and adaptability.

Jamal, a rather shy person, is looking to improve his ability to network, which is an important career readiness competency. Based on what you know about managing career readiness, what does he do next?

He needs to make significant changes to the way he interacts with others. This includes jumping out of his comfort zone and reaching out to those in his industry.

He needs to make small changes to the way he interacts with others. This includes slowly moving out of his comfort zone and reaching out to a select few in his industry.

He needs to identify which career readiness competency he wants to work on. This includes evaluating the different career readiness competencies employers are looking for.

He needs to identify the changes he needs to make to his current habits in order to develop his networking skills.

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

What is efficiency? What is effectiveness? Imagine you manage a local pet grooming spa. In your essay response, explore key strategies and practices that you could implement to achieve efficiency and effectiveness. Which criteria might you use to determine your efficiency as a manager? Which criteria might you use to determine your effectiveness?

Define and explain the three broad roles that managers play, according to Henry Mintzberg. Also explain and give an example for the sub-types of roles within each category.

Suppose you manage a hotel in Nashville, TN, near the popular Broadway Street music district that primarily hosts tourists and music industry workers who are in town for gigs.

Acknowledging that Airbnb, VRBO, and similar others are increasingly competitive, define the four areas of competitive advantage and give examples of how you would maintain competitive advantage in each of the four areas.

Define and describe the three principal skills that good managers need to have. Imagine that you manage a local flower and gift shop.

and give an example of each skill that you might use daily while performing your job.

List and describe the four levels of management, including the job responsibilities for someone at each level. For each level of management, discuss some of the activities that would be performed by the managers of Fuel Up, a chain of travel centers that primarily serves semi-truck drivers and long-distance travelers.

Imagine that you are the manager of a lawn care service. Specifically describe how you would use the four functions of management to run your business for the next week.

Imagine you manage a local Tex-Mex restaurant that operates on extremely tight profit margins. One of the cooks lets you know that many of the nonperishable food products (such as uncooked rice and beans) have expired.

The chances that someone will get sick from consuming the products are slim, and if you discard all of the expired foods you can kiss your profit goodbye this month. What should you do? Explain how you would manage for ethical standards in this situation.

Imagine you manage a corner bodega in a large city with a diverse immigrant population. The local chamber of commerce recently reported a large increase in the number of Koreans and Korean-Americans in the neighborhoods surrounding your bodega. What are some of the globalization-related challenges you might face, and how would you rise to the challenges?

You are now aware that employers expect more from you in terms of career readiness. Describe two reasons why this awareness is valuable to you.

Think of the Model of Career Readiness (Figure 1.4) and how it can be used to help someone prepare to enter the workforce. Define and explain core competencies and the four additional categories in the model. For each one, give an example of a competency that an inexperienced worker could develop in order to earn a better job.

What process will you use to develop your career readiness?

Describe the keys to success in building your career readiness, and explain what you can do to ensure your own career readiness.

Answer Key

Test name: Ch1_Management_2025

FALSE

To be *effective* means to achieve results, to make the right decisions, and to successfully carry them out so they achieve the organization's goals, whereas to be *efficient* means to use resources such as people, money, and raw materials wisely and cost-effectively.

FALSE

Organizing is defined as arranging tasks, people, and other resources to accomplish the work.

TRUE

Controlling is defined as monitoring performance, comparing it with goals, and taking corrective action as needed.

FALSE

Top managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it.

TRUE

Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them.

FALSE

According to management scholar Henry Mintzberg, managers play three roles—interpersonal, informational, and decisional.

FALSE

Conceptual skills consist of the ability to think analytically, to visualize an organization as a whole and to understand how the parts work together.

Human skills consist of the ability to work well in cooperation with other people to get things done.

FALSE

Managing for competitive advantage means an organization must stay ahead in four areas:

1. being responsive to customers
2. innovation
3. quality
4. efficiency.

Merely having the lowest prices does not guarantee a competitive advantage.

FALSE

Benton is managing for competitive advantage because he is more efficiently delivering services. However, the use of project management software falls under managing for technological advances, not ethical standards.

TRUE

In order to effectively manage career readiness, he needs to experiment with implementing a few small steps. Instead, he decided to overhaul his daily routines, which is not recommended and may lead to failure.

D

Management, said one pioneer of management ideas, is “the art of getting things done through people.”

B

An organization is a group of people who work together to achieve some specific purpose.

C

To be efficient means to use resources, such as people, money, and raw materials, wisely and cost-effectively.

A

To be effective means to achieve results, to make the right decisions, and to successfully carry them out so they achieve the organization’s goals.

A

Management is defined as the pursuit of organizational goals efficiently and effectively.

A

Good managers create value via a multiplier effect: Your influence on the organization is multiplied far beyond the results that can be achieved by just one person acting alone.

A

By studying management, you will have an insider's understanding of how to deal with organizations from the outside.

B

In addition to money and status, there are many rewards to being a manager including experiencing a sense of accomplishment, stretching your abilities and magnifying your range, and building a catalog of successful products or services.

A

A mentor is an experienced person who provides guidance to someone new to the work world.

C

Managers perform what is known as the management process, also called the *four management functions*: planning, organizing, leading, and controlling.

A

Planning is defined as setting goals and deciding how to achieve them.

D

Management is defined as

1. the pursuit of organizational goals efficiently and effectively by
2. integrating the work of people through
3. planning, organizing, leading, and controlling the organization's resources.

B

Organizing is defined as arranging tasks, people, and other resources to accomplish the work.

C

Leading is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals.

A

Organizing is defined as arranging tasks, people, and other resources to accomplish the work.

Controlling is defined as monitoring performance, comparing it with goals, and taking corrective action as needed.

B

Controlling is defined as monitoring performance, comparing it with goals, and taking corrective action as needed.

D

The workplace of the future may resemble a symphony orchestra, famed management theorist Peter Drucker said. Employees, especially so-called knowledge workers (those who have a great deal of technical skills), can be compared to concert musicians. Their managers can be seen as conductors.

D

Knowledge workers are those who have a great deal of technical skills.

C

Managers may be classified into four levels: top, middle, first-line, and team leaders.

D

An organization's top managers tend to have titles such as "chief executive officer (CEO)," "chief operating officer (COO)," "president," and "senior vice president." Top managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it.

D

Top managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it.

A

Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them.

B

Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of nonmanagerial employees.

B

Nonmanagerial employees either work alone on tasks or with others on a variety of teams. They do not formally supervise or manage other people, and they are the bulk of a company's workforce.

D

A functional manager is responsible for just one organizational activity.

A

Nonprofit organizations' purpose is to offer services to some clients, not to make a profit. Some well-known nonprofit organizations are the Red Cross, Boys & Girls Club, and Feeding America.

B

Commonweal organizations, a type of nonprofit organization, offer services to all clients within their jurisdictions. Examples are the military services, the U.S. Postal Service, and your local fire and police departments.

A

Mutual-benefit organizations are voluntary collections of members such as political parties, farm cooperatives, labor unions, trade associations, and clubs whose purpose is to advance members' interests.

D

In nonprofit organizations, although income and expenditures are very important concerns, the measure of success is usually the effectiveness of the services delivered.

C

Managers spend practically all of their work time communicating with others.

D

According to management scholar Henry Mintzberg, managers play three broad types of roles—*interpersonal*, *informational*, and *decisional*.

B

To be a manager is to be a continual *negotiator*, working with others inside and outside the organization to accomplish your goals.

D

As a monitor, you should be constantly alert for useful information, whether gathered from newspaper stories about the competition or gathered from snippets of conversation with subordinates you meet in the hallway.

B

In a figurehead role, managers perform symbolic tasks that represent the organization.

B

In a role of leader, you are responsible for the actions of your subordinates, since their successes and failures reflect on you. Your leadership is expressed in your decisions about training, motivating, and disciplining people.

D

In their decisional roles, managers use information to make decisions to solve problems or take advantage of opportunities. The four decision-making roles are entrepreneur, disturbance handler, resource allocator, and negotiator.

C

Managers need to constantly disseminate important information to employees, such as via e-mail and meetings.

C

Unforeseen problems, from product defects to international currency crises, require a manager to be a disturbance handler, fixing problems.

A

The informational role of a spokesperson requires one to be diplomatic, putting on the best face of the activities of a work unit or organization to people outside it.

B

A good manager is expected to be an entrepreneur, to initiate and encourage change and innovation.

B

See Figure 1.3, which shows the results of a study reflecting the gap between how college seniors see themselves as career-ready and how employers think of them. The three largest gaps were in leadership, professionalism, and communication, skills that are very important to employers.

C

Skills in the knowledge category, generally referred to as “hard skills,” encompass the basic knowledge employers expect you to possess, including new media literacy which is the ability to develop, evaluate, and use new media forms.

A

Soft skills include the ability to obtain, interpret, and analyze information while creatively solving problems.

D

Attitudes are a learned predisposition toward a given object. People with career-ready attitudes are competent in ownership/accepting responsibility, self-motivation, proactive learning orientation, showing commitment, positive approach, and career management.

D

Resilience is the ability to bounce back from adversity and to sustain yourself when faced with a challenge.

B

Figure 1.5 shows that *willingness* is at the center of developing your career readiness. This reinforces the point that it’s up to you to shape and direct your future.

A

The third step involves experimenting with small steps aimed at developing your targeted career readiness competencies.

D

In the mid-1970s, researcher Robert Katz found that through education and experience managers acquire three principal skills: technical, conceptual, and human.

C

Technical skills consist of the job-specific knowledge needed to perform well in a specialized field.

B

Conceptual skills consist of the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together.

Human skills consist of the ability to work well in cooperation with other people to get things done.

B

Conceptual skills consist of the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together.

B

Conceptual skills are particularly important for top managers, who must deal with problems that are ambiguous but that could have far-reaching consequences.

B

Human skills consist of the ability to work well in cooperation with other people to get things done.

C

Core competencies are necessary to be career-ready for any career path. Soft skills are defined as interpersonal or “people” skills needed for success at work.

B

To develop career readiness, you could learn from on-the-job activities such as seeking new assignments that require you to use one of your targeted competencies, serving as a coach to another employee, or volunteering for special projects or committees.

A

When developing career readiness, asking for feedback is a way to build self-awareness; attending training seminars is an example of learning from educational activities.

D

When you take part in the *controlling* function of management, you monitor performance, compare it with goals, and take corrective action as needed.

A

To be an exceptional manager, one must face the challenges of managing competitive advantage, information technology, and diversity, as well as globalization, ethical standards, sustainability, and happiness and meaningfulness.

B

In the view of psychologist Mihaly Csikszentmihalyi, the ideal state that many people seek is an emotional zone somewhere between boredom and anxiety.

D

Competitive advantage is the ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them.

D

Competitive advantage is the ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them. This means an organization must stay ahead in four areas:

1. being responsive to customers
2. innovation
3. quality
4. efficiency.

B

The first law of business is: take care of the customer.

D

Dr. Fogg's three-step process to turn managing your career readiness into a habit begins with identifying something specific you want to accomplish.

D

Finding ways to deliver new or better goods or services is called *innovation*. No organization can allow itself to become complacent.

A

If your organization is the only one of its kind, customers may put up with products or services that are less than stellar only because they have no choice. But if another organization comes along and offers a better-quality product, you may find your company falling behind.

A

Companies strive to produce goods or services as quickly as possible using as few employees (and raw materials) as possible.

B

In 2021, more than 46 million people in the United States (14.2% of the population) were born in another country, and that numbers is estimated to increase to over 17% by 2060.

B

The challenge for modern managers is to realize the value of a diverse group of employees while ensuring that everyone feels included.

D

Ed Reilly, who heads the American Management Association, says all the e-mail, cell-phone calls, text messaging, and so on can lead people to end up "concentrating on the urgent rather than the important."

D

Globalization brings greater efficiencies, increased access to goods and services, and the potential for widespread innovation, among other things.

D

Artificial intelligence (AI) is the discipline concerned with creating computer systems that simulate human reasoning and sensation, as represented by robots, natural language processing, pattern recognition, and similar technologies.

B

Collaborative computing will help people work better together through state-of-the-art computer software and hardware.

D

Knowledge management is the implementing of systems and practices to increase the sharing of knowledge and information throughout an organization.

C

Managers face a variety of ethical dilemmas, including pressure to meet sales, production, and other targets, and the temptation to falsify data.

A

Sustainable development is defined as economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

C

Meaningfulness is the sense of “belonging to and serving something that you believe is bigger than the self.”

A

Managers can find themselves confronting ethical dilemmas, such as sacrificing worker safety to meet production goals.

B

Research clearly shows that a sense of meaningfulness in your life is associated with better health, work and life satisfaction, and performance.

D

Organizations and their employees are no longer as bound by time zones and locations. The “virtual” organization gets work done by using a combination of telecommuting, videoconferencing, digital work tracking, and project management software.

C

Managers that have “high-touch” jobs deal with people rather than computer screens or voice-response systems, and can directly affect employees, customers, and suppliers.

A

The most important part of a manager’s job, Mintzberg believed, is information handling, because accurate information is vital for making intelligent decisions.

B

Because you’ll never have enough time, money, and so on, you’ll need to be a resource allocator, setting priorities about the use of resources.

C

Career readiness represents the extent to which you possess the knowledge, skills, and attributes desired by employers.

C

Good managers are concerned with trying to achieve both efficiency and effectiveness. Reorganizing the division and the work flows move the division toward “doing things right.”

B

Leading is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization’s goals.

C

Porter and Nohria found that managers are always working and are in constant demand, spend virtually all their work time communicating with others, and have to be purposeful and proactive about managing their time.

A

In their interpersonal roles, managers interact with people inside and outside their work units. In their informational roles managers receive and communicate information with other people inside and outside the organization.

A

Team leaders facilitate team members' activities to help teams achieve their goals. In other words, team leaders see to it that their team members have everything they need to be successful.

A

Top managers, like Serena and Claudia, make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it. Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. First-line managers, such as Oscar, make short-term operating decisions. In this case, Oscar should execute Serena's plans by supervising Claire's work. Moreover, neither Oscar nor Claire should be providing Serena with different cities as she's already made her decision.

B

Soft skills are defined as interpersonal or "people" skills needed for success at work. These are not knowledge or technical skills. Soft skills include decision making, social intelligence, networking, and emotional intelligence. Working with different stakeholders and using their feedback when making decisions directly touch upon many of these skills.

D

The second step in developing career readiness requires you to consider how you can use the material covered in a chapter to develop your targeted career readiness competencies. Identifying which concepts are relevant for developing his networking skills are the immediate next step.

D

Although the Changs were given big data, they made decisions based on gut feelings instead of relying on this information.

A

Top managers, like Serena and Claudia, make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it. Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. First-line managers, such as Nick, make short-term operating decisions. In this case, Nick should execute on Serena's plans by supervising Ryan's work. Moreover, neither Nick nor Ryan should be providing Serena with different cities as she's already made her decision.

B

Soft skills are defined as interpersonal or "people" skills needed for success at work. These are not knowledge or technical skills. Soft skills include decision making, social intelligence, networking, and emotional intelligence. Working with different stakeholders and using their feedback when making decisions directly touch upon many of these skills.

D

Based on Figure 1.5, if Jamal wants to improve his ability to network, he needs to first identify changes he needs to make to his current habits. As a shy person, Jamal may need to learn to slowly reach out to more people. Identifying which concepts are relevant for developing his networking skills are the immediate next step, and when that has been completed, he needs to make small changes to the way he interacts with others.

Essay

Efficiency is the means, while effectiveness is the ends. Efficiency is the means of attaining the organization's goals. To be efficient means to use resources (people, money, raw materials, and the like) wisely and cost-effectively. To be effective means to achieve results, to make the right decisions, and to successfully carry them out so that they achieve the organization's goals. Good managers are concerned with trying to achieve both qualities.

Answers regarding the efficiency and effectiveness of a manager at a local pet grooming spa will vary, but here are two possibilities:

Because efficiency means using resources wisely and cost-effectively, a manager might appraise her efficiency on how much time it takes to bathe and groom a single dog, how well she negotiates with vendors (for example, by getting the best possible prices on shampoo and grooming tools), and how well she manages her staff (which might be measured by turnover or number of sick days taken).

To determine her effectiveness, the manager would look at how well she carries out the company's goals. If the company's owners have set a goal of increasing sales (number of clients serviced) by 10 percent per month, the manager can look at the number of appointments completed each week to determine if she is meeting that goal.

Essay

Mintzberg identified three important roles played by managers:

Interpersonal roles—Managers interact with people inside and outside their work units. The three interpersonal roles include *figurehead* (performing symbolic tasks that represent your organization, such as attending employee birthday parties), *leader* (being responsible for the actions, successes, and failures of your subordinates as in taking responsibility when an employee does something unethical), and *liaison* activities (working with other people outside your work unit to develop alliances that will help you achieve your organization's goals, as in talking to managers of other departments to help facilitate the flow of work among different employee groups).

Informational roles—As monitor, disseminator, and spokesperson, managers receive and communicate information with other people inside and outside the organization. In the *monitoring* role, you are constantly alert for useful information, perhaps reading *The Wall Street Journal* daily to keep up with changes in the economy. In the *disseminator* role, you make sure employees receive key information, such as information about changes in company policy or new markets the company is planning to enter. In the *spokesperson* role, you show the company's best face to people outside the company, perhaps by granting interviews with the local news station to talk about the company's new environment-friendly manufacturing techniques.

Decisional roles—Managers use information to make decisions to solve problems or take advantage of opportunities. The four decision-making roles are entrepreneur, disturbance handler, resource allocator, and negotiator. As an *entrepreneur*, you initiate and encourage change and innovation, perhaps by leading an initiative to decrease energy consumption by 10 percent within the office. As a *disturbance handler*, you fix unforeseen problems, perhaps using technical skills to help get the production process back on track. As a resource allocator, you set priorities about the use of resources, making sure that you are investing time and money in activities that will offer a high return on investment. As a *negotiator*, you work with others inside and outside the organization to accomplish your goals, understanding the give-and-take (negotiating skills) that successful management requires.

Essay

Answer:

Competitive advantage is the ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them. This means an organization must stay ahead in four areas:

1. being responsive to customers
2. innovation
3. quality
4. efficiency.

To be responsive to customers, your hotel should always take care of its customers.

Examples will vary and might include communication strategies, loyalty programs, discounts, or concierge services.

To be innovative, your hotel must find ways to deliver new or better goods or services.

Examples will vary and might include in-house entertainment, personalized room amenities, digital key cards, or on-site workout classes.

To ensure quality, your hotel must offer better travel experiences than competitors. Examples will vary and might include updated furnishings, smart TVs, Bluetooth sound systems, or high-end in-house restaurants.

To ensure efficiency, your hotel should utilize as few employees and raw inputs as possible.

Examples will vary and may include flexible scheduling or job-sharing, extending the time linens and towels are used by a guest, or ordering in bulk.

Essay

Good managers need to work on developing three principal skills. The first is *technical skills*, which consist of job-specific knowledge needed to perform well in a specialized field. The manager of a florist shop needs to understand how to trim and arrange flowers into bouquets and other displays.

The second is *conceptual skills*, or the ability to think analytically. The manager of a florist shop needs to think about the shop's customer base and how to increase both number of bouquets sold and profitability.

The third is *human skills*, or the ability to interact well with people. The shop manager needs to get the best out of his employees, clearly communicate with customers, and build strong partnerships with suppliers.

Essay

Managers may be classified into four levels: top, middle, first-line, and team leaders. (Answers will vary regarding the tasks performed by the managers at Fuel Up.)

Top managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it. They need to pay a great deal of attention to the environment outside the organization, being alert for long-run opportunities and problems and devising strategies for dealing with them. Thus, executives at this level must be future oriented, dealing with uncertain, highly competitive conditions. The top managers at Fuel Up will need to closely monitor domestic and international gas prices; it may be the case that buying gasoline futures could allow Fuel Up to gain a price advantage over competing companies. Top managers may need to look into outsourcing and other cost-saving measures in order to remain competitive.

Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. At Fuel Up, a middle manager might meet with a top manager and receive the following goal: “Expand the customer base among Gen Z drivers, achieving a 10% increase the end of the fiscal year.”

The middle manager implements this goal by working with first-line managers to define the tasks that will achieve this goal, as well as managing the progress in reaching that goal.

Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of team leaders and nonmanagerial employees. A first-line manager for Fuel Up would likely be the store manager who ensures employees receive proper training, monitors inventory costs, and is accountable for the store’s profitability.

Team leaders are responsible for facilitating team activities toward achieving key results. Team leaders may not have authority over other team members, but they are expected to provide guidance, instruction, and direction to the others; to coordinate team efforts; to resolve conflicts; to represent the team to the first-level manager; and to make decisions in the absence of consensus. Fuel Up may appoint a team leader for its new overnight parking service; this team leader will coordinate the efforts of the team members, perhaps helping them apply best practices from other parts of the organization to achieve the company’s goals.

Essay

Planning is setting goals and deciding how to achieve them. The manager of a lawn care service must set goals for how many lawns the company will mow, edge, and landscape each month and how the company will go about getting (and keeping) clients.

Organizing is arranging tasks, people, and other resources to accomplish the work. The manager of the lawn care service must hire qualified and trustworthy employees to do the work and must then schedule them accordingly.

Leading is motivating, directing, and otherwise influencing people to work hard to achieve the goals. The manager of the lawn care service should not sit behind a desk all the time; he or she should get out and meet the customers and visit lawn care sites to talk with employees about the challenges they face and how they can contribute to the company.

Controlling is monitoring performance, comparing it to goals, and taking corrective action as needed. The manager of the lawn care service will need to monitor the amount of time it takes each team to care for a lawn and whether each employee is pulling his or her share of the weight. If any employee is not performing up to expectations, the manager needs to take corrective action (perhaps a warning, perhaps an assignment to a different aspect of the job).

Essay

Answer: Managers face a variety of ethical dilemmas, including pressure to meet sales, production, and other targets, as well as the temptation to falsify data. Ethical behavior is not just a nicety; it is a very important part of doing business, regardless of the size of the organization or the product or service it sells. Business crime is not perpetrated just by respectable-looking people wearing suits.

Answers regarding the restaurant manager's ethical dilemma will vary, but here is one possible response:

The restaurant manager might think that discarding all of the expired foods is the ethical choice, and that she must do so in order to maintain ethical standards and protect her customers (as well as prevent possible lawsuits against the restaurant). However, she may have other options. For example, she might call the producers of the goods and ask if the expiration date means a "best when used by date," and not a date when the goods begins to go bad. If a best used by date, the manager may be able to safely use the expired goods (as long as they pose no danger to customers). She still risks serving food that will not be as tasty as it would have been otherwise, but she will have to decide whether it is a risk worth taking.

Essay

Answer: Business around the world is becoming increasingly interconnected, a phenomenon called globalization. Despite challenges, the fact is that we are living in, and reaping the many benefits of, a global economy. Globalization brings greater efficiencies, increased access to goods and services, and the potential for widespread innovation, among other things. The challenge for managers is understanding and navigating the complexities that accompany globalization. For example, business etiquette, social customs, and communication norms vary greatly around the world. Failure to understand these nuances can hinder an organization's ability to succeed in a global environment.

Answers regarding the globalization challenges of the corner bodega will vary, but here is a possible response:

The bodega manager could use the information about demographic changes to strategically offer more Korean products, such as foods and personal care items that are imported from South Korea. The manager should work to make the bodega as welcoming as possible, an effort that might include displaying the flag of South Korea outside the shop or decorating for Korean holidays. It would also make good business sense to hire staff who reflect the diverse population of the neighborhood, to make sure that all are welcome. Hiring culturally Korean staff could result in reliable advice on the best ways to attract customers, including not only the right things to say, but also pitfalls to avoid.

Essay

Answers will vary but one example is below.

Merely acknowledging the existence of skill gaps will impress potential employers because companies prefer to hire people with realistic self-perceptions. This awareness will be valuable because:

1. I will be more motivated to learn. Studies of human behavior reveal that people won't spend time on personal development unless they feel the need. Overinflated perceptions of career readiness will not motivate me to develop the attributes that enhance that readiness. Having a realistic picture will increase my motivation to learn and develop. It will also allow me to practice learning, which is something I will need to do throughout my career. Since the knowledge I gain from your college degree may be obsolete in as little as five years, I should approach career readiness as a lifelong process rather than a onetime event that stops after graduation. Authors of the Future Work Skills 2020 report concluded that individuals "will increasingly be called upon to continually reassess the skills they need, and quickly put together the right resources to develop and update these. Workers in the future need to be adaptable lifelong learners."
2. I will know where to focus my energy. Although there are many career readiness competencies, and some are more relevant to me than others, I will begin by focusing on core competencies. These are competencies that employers consistently rate as essential. Organizations actively seek workers with strong core competencies, including information technology application, cross-cultural fluency, critical thinking/problem solving, oral/written communication, teamwork/collaboration, leadership, and professionalism/work ethic.

Essay

Answer:

Being career-ready is more encompassing than you might think. It starts with core competencies—a set of competencies that are vital across jobs, occupations, and industries. Four additional categories of competency round out career readiness: knowledge, soft skills, attitudes, and other characteristics.

Core competencies are necessary for success no matter what career path you pursue. The demand for things like communication and leadership ability, interpersonal skills, and information technology skills is predicted to grow substantially across all industries. Efforts to increase your level of these competencies may translate to big advantages on the job market. The eight core competencies include critical thinking/problem solving, oral/written communication, teamwork/collaboration, information technology application, leadership, professionalism/work ethic, and cross-cultural competency.

Skills in the knowledge category, generally referred to as “hard skills,” encompass the basic knowledge employers expect you to possess. They develop from your ability to apply academic and practical knowledge while performing the job. Knowledge skills include task-based/functional, computational thinking, understanding the business, and new media literacy.

Soft skills are interpersonal or “people” skills needed for success at work. These are not knowledge or technical skills. Soft skills are becoming increasingly important as companies outsource and automate routine tasks. Soft skills include decision making, social intelligence, networking, and emotional intelligence. Attitudes are beliefs and feelings directed toward *specific* objects, people, or events. More formally, an attitude is defined as a learned predisposition toward a given object. People perceive our attitudes by observing what we do and say. Attitudes that reflect career readiness include taking ownership/accepting responsibility, self-motivation, proactive learning orientation, showing commitment, positive approach, and career management.

Other characteristics are personal characteristics that prompt positive impressions among others and help you effectively adapt to personal and work-related changes. Career readiness is reflected by resilience, personal adaptability, self-awareness, service, openness to change, and generalized self-efficacy.

Essay

Answers will vary but should include some or all of the categories below.

Ways to develop career readiness are divided into six categories:

1. build self-awareness
 2. learn from educational activities
 3. model others possessing the desired competencies
 4. learn from on-the-job-activities
 5. seek experience from student groups and organizations
 6. experiment.
1. **Build Self-Awareness.** There are two ways to gather the data or information you need to make an accurate evaluation of your strengths and developmental opportunities.
 - Ask for honest, targeted feedback from fellow students, coworkers, managers, teachers, and family. Find people you trust. Take validated self-assessment surveys.
 2. **Learn from Educational Activities.** To continue the lifelong process of learning, you need a proactive learning orientation, the desire to learn and improve your knowledge, soft skills, and other characteristics in pursuit of personal development. This orientation allows you to improve your chances of learning new skills by means of the following:
 - Take courses at your university or attending training seminars that focus on the competencies you need, such as time management or communication.
 - Watch training videos and documentaries.
 - Read books, magazines, and research articles in pursuit of developmental ideas.
 - Search the Internet or Amazon for relevant source materials from reputable sources.
 3. **Model Others Possessing the Targeted Competencies.** To learn from others around you, you can:
 - Identify role models or mentors who possess the skills or traits you need and then interview them. Try to learn how they execute their competencies.
 - Observe people who possess the targeted competency and learn from their behavior.
 - Try out new behaviors and then discuss your results with a mentor, coach, or colleague.
 4. **Learn From On-the-Job Activities.** Steps you can take include the following:
 - Seek new assignments that require you to use one of your targeted competencies.
 - Represent a member of management at a meeting or business function.
 - Serve as a coach to another employee.
 - Ask to serve as a team leader or project manager.
 - Make presentations and facilitate meetings.
 - Volunteer for special projects or committees.
 - Transfer to another job to obtain new skills and experience.

5. Seek Experience from Student Groups and Organizations. The following activities are useful:
 - Join student groups and seek leadership positions.
 - Join and network at student organizations such as Toastmasters.
 - Volunteer at organizations where you can practice your developing skills.
 - Enroll in internships, research projects, service-learning opportunities, or co-ops. Internships generally last one semester or summer and can be paid or unpaid. Co-ops are paid full-time jobs that typically last 3 to 12 months.
 - Make presentations to professional or civic organizations.
 - Volunteer in religious, civic, or community organizations
6. Experiment. Developing soft skills requires you to put new knowledge or information to use. Try these ideas:
 - Identify new behaviors you want to master and then practice them. For example, if you want to increase your leadership skills, volunteer to facilitate your next team meeting at school or work.
 - Keep a career journal. Record the details of your developmental efforts and learn from both success and missteps. Collect stories about your strengths and improvements you've made and then use them during job interviews.

Essay

Answers will vary yet should include the three steps to success.

1. It's your responsibility to manage your career. Don't count on others to make it happen.
2. Personal reflection, motivation, commitment, and experimentation are essential.
3. Success is achieved by following a process. A process is defined as a series of actions or steps followed to bring about a desired result.

Actions will vary but might include being proactive in submitting job applications and preparing for interviews, asking mentors for feedback, or targeting development of specific competencies.