

Identify and describe one decisional role, one informational role, and one interpersonal role that managers fulfill.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 1 Easy

Difficulty : 2 Medium

Gradable : manual

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > ES Qu. 124 Identify and describe one decisional...

Managers can detect potential problems in reaching their financial goals and take actions to reverse the problem by carefully monitoring financial budgets. This is an example of the _____ function of management.

controlling

leading

organizing

planning

staffing

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Controlling

Source : Chapter 01 Test Bank > MC Qu. 59 Managers can detect potential problems in...

Rachael is the owner and manager of Aquarius Coffee and Tea, a coffee shop and bakery popular among local college students as a hangout and study spot. Aquarius has been in operation since 1978, and Rachael has made many changes over the years to keep up with the changing tastes and expectations of her clientele. In the last ten years, she has gone from offering paid Wi-Fi to free Wi-Fi, and she recently expanded her offerings to include vegan and gluten-free items as well as salads and sandwiches. Recently, a new café called Bluebird Coffee and Cupcakes opened across town, and Aquarius' business has dropped off considerably. One of her young cashiers, Leora, notes that Rachael has not made the best use of the Internet to promote her business. What will Leora most likely suggest as the quickest, cheapest, and most effective way for Rachael to expand her technological reach to her college-aged clients?

starting a blog with recipes and links to local, socially conscious businesses

buying ad space on Google, Yahoo, and other search engines

sending out a monthly email newsletter with discount codes and coupons

expanding her social media presence on Twitter, Instagram, and Snapchat

hiring someone to design and launch an Aquarius Café phone app

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Technology

Source : Chapter 01 Test Bank > MC Qu. 15 Rachael is the owner and...

Koi has just started his management career. Which of the following skills is more important during this stage of Koi's career?

statistical skills

technical skills

conceptual skills

entrepreneurial skills

decision skills

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Managerial Skills

Source : Chapter 01 Test Bank > MC Qu. 90 Koi has just started his management...

The three levels of managers within large organizations are

authoritative, permissive, and submissive.

upper level, top management, and functional.

top level, middle level, and frontline.

managerial, functional, and direct.

technical, functional, and departmental.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Managerial Skills

Source : Chapter 01 Test Bank > MC Qu. 63 The three levels of managers...

Lyle is the CEO of an international hotel chain. Lyle is most likely to focus on

initiating new daily activities.

managing frontline managers.

long-term survival of the organization.

supervising nonmanagement employees.

translating goals and objectives into specific activities.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Top-Level Management

Source : Chapter 01 Test Bank > MC Qu. 65 Lyle is the CEO of...

What does it mean to be self-reliant? What are the ways in which a person can be self-reliant?

Give examples of professions that contain a large number of self-reliant people.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : manual

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : You and Your Career

Source : Chapter 01 Test Bank > ES Qu. 127 What does it mean to...

List and explain each of the six fundamental success drivers of performance.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : manual

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > ES Qu. 117 List and explain each of...

When individuals view themselves as employees and expect their employers to tell them what to do and give them pay and benefits, those individuals are acting as

self-reliant employees.

agents for social capital.

emotionally intelligent employees.

passive employees.

connected team members.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Emotional Intelligence

Source : Chapter 01 Test Bank > MC Qu. 99 When individuals view themselves as...

Marc is on the fast track to become an executive in his company. As he advances, he will most likely have less and less need of his _____ skills.

interpersonal

technical

conceptual

communication

decision

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Managerial Skills

Source : Chapter 01 Test Bank > MC Qu. 77 Marc is on the fast...

A large part of Jamal's job is to help his company use more recycled products, reduce pollution, and switch to renewable sources of energy. Which of the following does Jamal's job focus on?

cost competitiveness

total quality

sustainability

collaboration

innovation

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 36 A large part of...

Explain why you should aim to be both a specialist and a generalist in your future career.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Reflective Thinking

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : manual

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Specialization

Source : Chapter 01 Test Bank > ES Qu. 130 Explain why you should aim...

Luxe Slumber is a company that produces high-quality mattresses. Omar, the CEO, makes all the business deals for the company. He negotiates with suppliers and gets new customers and business for the company. Charles communicates his vision for the company and what he would like it to achieve to Ana, who lays out plans to make possible the execution of that vision. Ana delegates the work accordingly by communicating to the sales and production managers Omar's vision and what he requires of them. Irving, a floor manager, makes sure that the workers do their jobs at the required pace to meet the targets and goals of the company.

By creating objectives and communicating them to the rest of the organization, Ana is performing the function of a(n) _____ manager.

frontline

strategic

operations

middle-level

top-level

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Middle-Level Management

Source : Chapter 01 Test Bank > MC Qu. 112 Luxe Slumber is a company...

Micah is focusing this week on making decisions about the goals and activities his group will work on this year. The management function Micah is working on is referred to as

changing.

controlling.

planning.

organizing.

leading.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Planning

Source : Chapter 01 Test Bank > MC Qu. 48 Micah is focusing this week on...

Which of the following statements is true of collaboration?

Collaboration focuses only unit performance.

Collaboration never occurs between competitors.

Collaboration must be delegated from the top down.

Collaboration occurs only within one organization's departments.

Collaboration leverages knowledge across different organization units to maximize impacts.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscape

Topic : Collaboration

Source : Chapter 01 Test Bank > MC Qu. 21 Which of the following statements...

What is a frontline manager? List the tasks, duties, and responsibilities of a frontline manager.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : manual

Learning Objective : 01-04 Compare how the nature of management varies at different organizational levels

Topic : Managerial Skills

Source : Chapter 01 Test Bank > ES Qu. 123 What is a frontline manager?

Four ongoing challenges that characterize the current business landscape are: globalization, technological change, the importance of knowledge and ideas, and

climate change.

environmental change.

collaboration across organizational boundaries.

speed of operations.

knowledge management.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Technology

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Management

Source : Chapter 01 Test Bank > MC Qu. 16 Four ongoing challenges that...

Due to globalization, an organization's talent can come from

primarily large companies.

only companies with immigrant workers.

primarily small companies.

anywhere.

only companies with overseas factories.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Globalization

Source : Chapter 01 Test Bank > MC Qu. 09 Due to globalization, an organization...

Shauna is responsible for studying the general goals and plans developed for her company and translating them into more specific objectives and activities for the employees in her department.

Shauna is a(n) _____ manager.

frontline

middle-level

top-level

operational

strategic

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Middle-Level Management

Source : Chapter 01 Test Bank > MC Qu. 68 Shauna is responsible for studying...

Listening to employee suggestions, gaining support for organizational objectives, and fostering an atmosphere of teamwork are all considered

interpersonal and communication skills.

diagnostic and relational skills.

statistical and analytical skills.

conceptual and decision skills.

technical skills.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 89 Listening to employee suggestions...

Which of the following statements best describes the contemporary work environment?

Visionaries are considered disruptive in today's work climate.

If a manager is not charismatic, they cannot advance.

People can show up, do an OK job, and have a good career.

More than ever, managers must do a lot more.

Managers must be numbers-oriented to succeed.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Managerial Skills

Source : Chapter 01 Test Bank > MC Qu. 95 Which of the following statements...

Globalization has reduced the need for innovation because other countries can manufacture goods and services at a lower cost than facilities in the United States.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Globalization

Source : Chapter 01 Test Bank > TF Qu. 03 Globalization has reduced the need...

Which of the following is an example of collaboration across boundaries?

Veronika works in operations and is designing the new assembly line layout. She asks the procurement department which boxes would be most cost effective to use for shipping before she makes her decision about the shipping station design.

Mei stays late to stuff an important mailing in envelopes because her boss, an executive, needs the mailing to go out in the next morning's mail.

Gregory devises a standard form for company employees to use for service requests after conducting research about what other companies are using.

Allie, a bookkeeper, has an idea for keeping more efficient records of outstanding invoices, and she clears the idea with her accounting manager before implementation.

Jamal and Ursula are team members working on an ad campaign. Jamal suggests they include another team member to get their insights.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscape

Topic : Collaboration

Source : Chapter 01 Test Bank > MC Qu. 14 Which of the following is...

Luna is a manufacturer of fashion jewelry. The company has been operating for the past decade and is well known. When the CEO, Aimee, was asked by a local newspaper during an interview about the secret to her success, she stated that there were several reasons. She makes sure that the company always introduces new styles of jewelry to suit changes in tastes and stay a step ahead of her competitors, and the company offers its customers the best by using fine-quality semiprecious stones in artful settings. She also stated that the company's salespersons cater to customers individually to help them purchase jewelry appropriate for their personal style. Luna has its own exclusive website, which can be accessed anywhere in the world, and customers are promised that they will get what they order within 36 hours.

Which of the following fundamental success drivers of performance has Aimee achieved by ensuring that every customer has a salesperson to advise him or her while choosing jewelry?
cost competitiveness

service

sustainability

innovation

quality

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 101 Luna is a manufacturer of...

Which of the following job titles indicates that a person is a frontline manager?

Supervisor

Executive Assistant

Human Resources Manager

Vice President

Chief Financial Officer

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational levels

Topic : Managerial Skills

Source : Chapter 01 Test Bank > MC Qu. 62 Which of the following job...

Which of the following is true of globalization?

Talent comes from only the local workforce.

Talent comes from only knowledge-based countries.

Talent comes from only those countries who participate in the global economy.

Talent comes from only industrialized countries.

Talent can come from anywhere.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Globalization

Source : Chapter 01 Test Bank > MC Qu. 18 Which of the following is...

Emotional intelligence can best be defined as the

ability to identify and resolve problems for the benefit of the organization and its members.

skill to lead, motivate, and communicate effectively with others.

skill of monitoring efforts and making the necessary changes.

ability to perform a specialized task involving a particular method or process.

skills of understanding oneself, managing oneself, and dealing effectively with others.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Emotional Intelligence

Source : Chapter 01 Test Bank > MC Qu. 96 Emotional intelligence can best be...

Felipe is the manager of Pawlicious, a bakery that specializes in cookies for cats and dogs. As the manager of the bakery, he has many responsibilities. One day he holds a meeting where he informs the employees that the company must freeze wages for the next year. An agitated employee threatens to “make the company regret this,” so Felipe asks the employee to leave immediately and makes sure that security personnel escort the employee off the premises. After the meeting, Felipe goes to meet one of the bakery’s distributors to obtain information about possible new markets for the company’s products. Then he represents the company at a dinner for the retiring bank officer who handled Pawlicious’s account for many years. These are some of the roles that Felipe performs as a manager.

Which of the following roles was Felipe performing when he notified the employees of the upcoming wage freeze?

- entrepreneur
- liaison
- disseminator
- spokesperson
- negotiator

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 108 Felipe is the manager of...

Luxe Slumber is a company that produces high-quality mattresses. Omar, the CEO, makes all the business deals for the company. He negotiates with suppliers and gets new customers and business for the company. Omar communicates his vision for the company and what he would like it to achieve to Ana, who lays out plans to make possible the execution of that vision. Ana delegates the work accordingly by communicating to the sales and production managers Omar's vision and what he requires of them. Irving, a floor manager, makes sure that the workers do their jobs at the required pace to meet the targets and goals of the company.

Omar is a _____ manager.

- operations
- tactical
- administrative
- strategic
- frontline

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Top-Level Management

Source : Chapter 01 Test Bank > MC Qu. 111 Luxe Slumber is a company...

Eco Lawn Care Corporation, a company that manufactures environmentally friendly lawn care products, has been operating as a business for a year. The CEO, Markus, started his venture by deciding on the activities that would be involved and what his goals and objectives for the business were. He then started to recruit professional chemists and other personnel and grouped them according to their responsibilities. Every month Markus conducts a meeting where he brings attention to those who are doing good work and motivates everyone to achieve organizational goals. He also checks the daily productivity of each of the workers, monitoring them and providing training to those with low productivity.

By recognizing good performers and motivating them toward achieving organizational goals, Markus performs the _____ function of management.

planning

leading

organizing

controlling

decision making

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Leading

Source : Chapter 01 Test Bank > MC Qu. 106 Eco Lawn Care Corporation, a...

Trang is the CEO of Windward Cycles, a company which manufactures high-end racing bikes. The company's handmade, titanium bicycles have been very popular with professional cyclists, winning many industry awards. Last year the company was acquired by Kestrel Holdings, which decided to expand it into the recreational cycling market with a line of lower-priced road bikes. At the end of the first quarter, Trang meets with his team. Kasha, the CFO, has determined that advance sales of the new road bikes have not been as robust as expected in the Midwest region. If Trang is utilizing the controlling function of management, his likely next steps will involve reviewing the performance metrics and deciding what changes to make in the Midwest market. gathering team members in the Midwest offices with the goal of motivating the members. changing the company's mission statement to align with those of Kestrel Holdings. recruiting and training new hires for the Midwest office's sales team. asking himself how he can be a more effective leader as the company moves in a new direction.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Controlling

Source : Chapter 01 Test Bank > MC Qu. 60 Trang is the CEO of...

Kimberly has been working on her ability to identify and resolve problems for the organization's benefit. Kimberly is developing her _____ skills.

disseminator

interpersonal

communication

technical

conceptual and decision

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 83 Kimberly has been working on her...

As one of the key management functions, leading focuses on a manager's efforts to stimulate people to be high performers. One area of leadership that is becoming more prominent is

mobilizing people to contribute their ideas.

building relationships with other organizations.

controlling outcomes from major events.

organizing events.

planning for unforeseen obstacles.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Leading

Source : Chapter 01 Test Bank > MC Qu. 56 As one of the key...

Felipe is the manager of Pawlicious, a bakery that specializes in cookies for cats and dogs. As the manager of the bakery, he has many responsibilities. One day he holds a meeting where he informs the employees that the company must freeze wages for the next year. An agitated employee threatens to "make the company regret this," so Felipe asks the employee to leave immediately and makes sure that security personnel escort the employee off the premises. After the meeting, Felipe goes to meet one of the bakery's distributors to obtain information about possible new markets for the company's products. Then he represents the company at a dinner

for the retiring bank officer who handled Pawlicious's account for many years. These are some of the roles that Felipe performs as a manager.

Which of the following roles was Felipe performing when he attended the retirement dinner for the bank officer?

spokesperson

liaison

figurehead

disturbance handler

entrepreneur

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 110 Felipe is the manager of...

Raj manages a team of six professionals in a health care company. His subordinates have a wide variety of experiences and skill sets. In effectively _____ his team, Raj regularly seeks to inspire his subordinates to draw upon their various backgrounds in ways never needed or dreamed of in the past.

innovating

leading

organizing

controlling

planning

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Leading

Source : Chapter 01 Test Bank > MC Qu. 40 Raj manages a team of...

Sustainability

is not influenced by environment laws.

is centered about the introduction of new goods and services into the market.

is the speed and dependability with which an organization delivers what customers want.

efforts do not affect bottom-line benefits.

means different things to different people.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 35 Sustainability

Tommy, engineering manager at APC Systems, Incorporated, is struggling to maintain a competitive advantage in APC's marketplace. He wants to hire and retain the best staff that he can, but the best staff command high salaries. Tommy knows that high staff salaries, representing a business cost, erode his company's profitability. But he also knows that he cannot simply pass along these higher costs to his clients, because they will then start doing less business with higher-priced APC and more business with APC's lower-priced competitors. Tommy is struggling

to collaborate.

to achieve zero defects.

to be cost competitive.

to provide quality service.

to be technologically innovative.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 38 Tommy, engineering manager at...

Explain the importance of emotional intelligence.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : manual

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Emotional Intelligence

Source : Chapter 01 Test Bank > ES Qu. 126 Explain the importance of emotional...

Jill's department has focused their attention on getting products to the customer as quickly as possible. However, sales are lower. Customer feedback surveys show problems with the delivery of the product and with the condition the items are in when they arrive. Jill concludes the problem is the poor _____ of the product and service, not the speed of delivery.

cost competitiveness

sustainability

responsiveness

marketing

quality

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 33 Jill's department has focused their...

In terms of good management, efficiency differs from effectiveness primarily in the former's focus on

resource utilization.

customer satisfaction.

shareholder profits.

customer retention.

employee turnover.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Management

Source : Chapter 01 Test Bank > MC Qu. 45 In terms of good management,...

State the two possible relationships an individual can have with their employer.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : manual

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Emotional Intelligence

Source : Chapter 01 Test Bank > ES Qu. 128 State the two possible relationships...

Which of the following is true of services?

Insurance and haircuts are examples of tangible products.

They focus on establishing short-term relationships.

They include intangible products like medical care.

They include manufacturing high-quality goods.

Jobs based on services have been declining in recent years.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 32 Which of the following is...

No one at Iconoclast Interiors liked the company's new website, which was a serious problem because the firm marketed itself as an expert in design. The president, Moriah, assembled the team, solicited feedback, and found help in making improvements. The ability to identify this problem and resolve it is an effective use of _____ skills.

intellectual and language

informational

technical

negotiation

conceptual and decision

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 91 No one at Iconoclast Interiors...

_____ is the set of practices aimed at discovering and harnessing an organization's intellectual resources.

Web 2.0

Quality

Knowledge management

Cost competitiveness

Competitive advantage

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscape

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 13 _____ is the set of...

Done properly, sustainability encourages people to live in ways that can be maintained for a short period without harming environmental resources.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > TF Qu. 04 Done properly, sustainability encourages...

Abdo supervises employees who work on the floor of the Nature's Secret Organic Snack Food factory. He cooperates closely with his manager to determine ways to improve the efficiency of the manufacturing process and then works to implement those plans. In this case, Abdo would be considered a _____ manager.

strategic

frontline

top-level

tactical

middle-level

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Management

Source : Chapter 01 Test Bank > MC Qu. 74 Abdo supervises employees who...

Coolwear Incorporated is a new brand of organic clothing recently introduced throughout the world. The company is unique in that it has collaborated with its suppliers and potential customers to bring high-quality clothing to market. The concept has been a huge success. Yao

and Gita, the company's founders, have focused on being effective managers. What is the best advice you should give them, given the quick success they have had with Coolwear?

As top-level managers, the best action plan for them is to begin to minimize collaboration with customers and suppliers since they have proven themselves.

Maintain the status quo without implementing any changes to continue making quick sales.

Now it is time for them to consider adding more products, since they clearly have effectiveness under control and this is not likely to change in the future.

To continue their success, they should maintain a clear focus on reducing waste while still maintaining effectiveness.

Being effective is the only key to their continued success.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Functions of Management

Source : Chapter 01 Test Bank > MC Qu. 41 Coolwear Incorporated is a new...

As a new business manager, you must become self-reliant, which means you should trust that the organization will manage your career.

take full responsibility for yourself and your actions.

always wait for orders from higher management in the organization.

not work in partnership with fellow employees.

be open minded and responsive when others have innovative ideas.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Emotional Intelligence

Source : Chapter 01 Test Bank > MC Qu. 97 As a new business manager, you...

Luxe Slumber is a company that produces high-quality mattresses. Omar, the CEO, makes all the business deals for the company. He negotiates with suppliers and gets new customers and business for the company. Charles communicates his vision for the company and what he would like it to achieve to Ana, who lays out plans to make possible the execution of that vision. Ana delegates the work accordingly by communicating to the sales and production managers Omar's vision and what he requires of them. Irving, a floor manager, makes sure that the workers do their jobs at the required pace to meet the targets and goals of the company.

Irving, the floor manager, is a _____ manager.

tactical

top-level

middle

strategic

frontline

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Management

Source : Chapter 01 Test Bank > MC Qu. 113 Luxe Slumber is a company...

Which of the following roles is a decisional role?

liaison

disseminator

figurehead

entrepreneur

spokesperson

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 85 Which of the following roles...

Collaboration across organizational boundaries is one of the ongoing challenges that characterize the current business landscape.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Technology

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscape

Topic : Technology

Source : Chapter 01 Test Bank > TF Qu. 01 Collaboration across organizational boundaries...

Top-level managers, or senior executives, are responsible for the overall management and effectiveness of the organization are known as _____ managers.

tactical

strategic

middle

frontline

short-run

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Top-Level Management

Source : Chapter 01 Test Bank > MC Qu. 64 Top-level managers, or ...

Done properly, sustainability encourages people to live in ways that can be maintained for the present.

individual.

long term.

wealthy.

most profit.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 29 Done properly, sustainability...

An approach to achieving _____ includes preventing defects before they occur.

service

speed

sustainability

quality

innovation

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Quality

Source : Chapter 01 Test Bank > MC Qu. 25 An approach to achieving...

Goodwill stemming from social relationships is called

social capital.

social empathy.

social value.

emotional capital.

emotional intelligence.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Social Capital

Source : Chapter 01 Test Bank > MC Qu. 98 Goodwill stemming from social...

Collaboration occurs within companies and between companies, but it cannot occur between a company and a customer.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Teamwork

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Collaboration

Source : Chapter 01 Test Bank > TF Qu. 02 Collaboration occurs within companies...

Kimberly has been working on her ability to perform business analytics. The must-have management skill Kimberly is working on is a _____ skill.

administration

technical

interpersonal

conceptual

communication

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Managerial Skills

Source : Chapter 01 Test Bank > MC Qu. 81 Kimberly has been working on her...

Anna excels at identifying the talents of employees and finding the jobs where they can best use those talents to benefit the organization. Anna excels at _____ management.

scientific

service

project

knowledge

quality

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Management

Source : Chapter 01 Test Bank > MC Qu. 20 Anna excels at identifying the...

The change from a local to a global marketplace is

not necessary to remain competitive.

slowing down.

irreversible.

irrelevant to today's business environment.

eliminating business challenges.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Globalization

Source : Chapter 01 Test Bank > MC Qu. 17 The change from a local...

Which of the following statements is true about the Internet?

It slows down decision making.

It drives down costs and speeds up globalization.

It reduces threats to most businesses.

It does not influence public opinion.

It slows down the digital marketplace.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Technology

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Technology

Source : Chapter 01 Test Bank > MC Qu. 19 Which of the following statements...

Command Systems, Incorporated, a large federal defense contractor, is updating its automated contracting/ordering system. Harris Johnson, CEO of Logistical Supplies, Incorporated, told his Chief Information Officer, “Dennis, you must lead an effort to re-engineer our computer infrastructure to remain compatible with that of Command Systems. This will be a complex effort but, if we can get this done before our competitors can, we will pick up a lot of new business worldwide. That’s the nature of _____ —it complicates things and creates opportunities.”

planning

emotional intelligence

technological change

social capital

controlling

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Technological Change

Source : Chapter 01 Test Bank > MC Qu. 10 Command Systems, Incorporated,...

State some of the common practices of successful executives.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : manual

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Emotional Intelligence

Source : Chapter 01 Test Bank > ES Qu. 129 State some of the common...

In what way has the Internet made cost competitiveness a more important consideration for businesses?

Producers engage in collaboration, thereby increasing quality.

Shipping costs are now lower.

Consumers know company operating costs due to the availability of online information.

Consumers can more easily compare prices from thousands of competitors online.

Advertising has become less effective because of online ads.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 28 In what way has the...

Organizations are becoming increasingly concerned with sustainability. Define sustainability from managing for competitive advantage perspective and discuss how ESG metrics can help an organization stay competitive.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : manual

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > ES Qu. 119 Organizations are becoming increasingly...

Which of the following roles is performed by a customer service manager who works to defuse a situation with an angry customer?

disturbance handler

liaison

negotiator

figurehead

disseminator

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 87 Which of the following roles...

Cameron has built up a wide network of contacts, clients, and local business neighbors since moving to Centerville five years ago. Throughout his home-based marketing career, he has regularly and frequently networked with these business associates online, by phone, and in person—often through local community events. As he considers leaving his marketing career to become an owner/manager of a local business, he will rely upon the goodwill stemming from the _____ he has developed with these individuals to ensure a successful transition to a new career.

specialist skills

knowledge management

emotional intelligence

social capital

competitive advantages

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Managerial Skills

Source : Chapter 01 Test Bank > MC Qu. 94 Cameron has built up a...

Compilation of an accounting statement can be categorized under _____ skills.

decision-making

conceptual

technical

interpersonal

communication

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Managerial Skills

Source : Chapter 01 Test Bank > MC Qu. 82 Compilation of an accounting...

Technology is important to the business world for all of these reasons, *except* artificial intelligence.

data protection and privacy.

5G.

online customer engagement.

talent exodus.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Technology

Source : Chapter 01 Test Bank > MC Qu. 12 Technology is important to the...

For the past five years, Maury has worked at the Windsor Grand Desert Time-Share Resort in Las Vegas, Nevada, starting out as a junior salesperson and rising to become a sales lead, with the highest sales numbers on his team two years running. Recently Maury was offered a promotion to Frontline Sales Manager. Which of the following duties is he most likely to perform in his new role?

conceptualizing the long-term strategies the resort will need to stay competitive

translating the goals and plans of strategic managers into concrete objectives

interpreting and communicating the priorities of top management to the other sales managers

meeting regularly with the CEO and COO to discuss long-range sales goals
recruiting new sales associates and motivating sales team leaders

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 76 For the past five years,...

Luna is a manufacturer of fashion jewelry. The company has been operating for the past decade and is well known. When the CEO, Aimee, was asked by a local newspaper during an interview about the secret to her success, she stated that there were several reasons. She makes sure that the company always introduces new styles of jewelry to suit changes in tastes and stay a step ahead of her competitors, and the company offers its customers the best by using fine-quality semiprecious stones in artful settings. She also stated that the company's salespersons cater to customers individually to help them purchase jewelry appropriate for their personal style. Luna has its own exclusive website, which can be accessed anywhere in the world, and customers are promised that they will get what they order within 36 hours.

Which of the following skills is Aimee showing by taking the time to talk with the person interviewing her for the local newspaper?
monitoring skills

conceptual and decision skills

interpersonal skills

technical skills

negotiating skills

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 103 Luna is a manufacturer of...

During an intense six-month contract negotiation, Jonas developed a strong working relationship with his client, Rob. Because of their professional bonding, Jonas and Rob were able to openly explore and constructively hammer out agreements on very tough contract issues. The resulting contract was far superior to what either Jonas or Rob might have hoped for six months earlier and was a good example of

cost competitiveness.

knowledge management.

collaboration across boundaries.

technological change.

globalization.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscape

Topic : Globalization

Source : Chapter 01 Test Bank > MC Qu. 22 During an intense six-month...

For her job, Charmaine is expected to look ahead at the company's future and devise strategies for the company's long-term success and growth. Judging from this description, Charmaine is a _____ manager.

tactical

operational

top-level

middle

frontline

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Top-Level Management

Source : Chapter 01 Test Bank > MC Qu. 61 For her job, Charmaine is...

Titles such as assistant manager, team leader, and supervisor typically belong to the _____ level of management.

tactical

strategic

front-level or operational

primary

middle

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Management

Source : Chapter 01 Test Bank > MC Qu. 75 Titles such as assistant manager...

“As CEO, I must mobilize, inspire, and stimulate my executive management team, as well as the entire staff, to continually perform at high levels. I seek to empower my staff through communicating and guiding.” The CEO is describing the management function of

decision making.

planning.

organizing.

leading.

controlling.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Analytical Thinking

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Leading

Source : Chapter 01 Test Bank > MC Qu. 57 “As CEO, I must mobilize,...

Gina, a sales manager, has increasing pressure from other vendors who have shifted production of their parts overseas. She calls one of her customers who normally buys at least once a month, but hasn't placed an order with Gina in three months. The customer states that they are buying from an alternate supplier based on price. Gina is competing for orders with companies who have reduced costs by shifting production overseas. Gina faces the management challenge involved with:

collaboration across organizational boundaries.

technological change.

an increasingly diverse labor force.

the importance of knowledge and ideas.

globalization.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Globalization

Source : Chapter 01 Test Bank > MC Qu. 08 Gina, a sales manager, has...

Eco Lawn Care Corporation, a company that manufacturers environmentally friendly lawn care products, has been operating as a business for a year. The CEO, Markus, started his venture by deciding on the activities that would be involved and what his goals and objectives for the business were. He then started to recruit professional chemists and other personnel and grouped them according to their responsibilities. Every month Markus conducts a meeting where he brings attention to those who are doing good work and motivates everyone to achieve organizational goals. He also checks the daily productivity of each of the workers, monitoring them and providing training to those with low productivity.

When Markus started recruiting professionals and other personnel and grouped them according to their job responsibilities, he was performing the _____ function of management.

controlling

organizing

planning

leading

budgeting

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Organizing

Source : Chapter 01 Test Bank > MC Qu. 107 Eco Lawn Care Corporation, a...

Discuss the various management skills in relation to their requirement at the various management levels.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Gradable : manual

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > ES Qu. 125 Discuss the various management...

Terence supervises the shipping department of a book printer in South Carolina. He contacts trucking companies to arrange pickups, and he makes sure that his team members load cartons onto the correct trucks. Terence is a

middle manager.

strategic manager.

top-level manager.

tactical manager.

frontline manager.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Management

Source : Chapter 01 Test Bank > MC Qu. 71 Terence supervises the shipping...

Leah wants to make sure her company can realize profits while pricing its products at levels that are attractive to consumers. Leah is concerned with

sustainability.

innovation.

total quality.

efficiency.

cost competitiveness.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 27 Leah wants to make sure ...

Destiny has just taken her first job as a manager after graduating from college. In a typical day, Destiny should expect to

develop new ideas and focus on innovation.

focus on reviewing costs and maintain a competitive advantage.

perform mostly bureaucratic tasks.

perform mostly tasks with frontline supervisors.

plan, organize, lead, and control.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Organizing

Source : Chapter 01 Test Bank > MC Qu. 44 Destiny has just taken her first ...

Anna is a _____ manager and is concerned with the interaction between the organization and its external environment.

frontline

tactical

functional

top-level

middle-level

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Top-Level Management

Source : Chapter 01 Test Bank > MC Qu. 66 Anna is a _____ manager...

Organizations that understand the significance of how generative artificial intelligence (AI) can transform the business landscape will be

at risk of falling behind.

required to spend more on organization salaries.

required to invest in new equipment, such as vehicles, tools, and machines.

increase the inventories of both resources and manufactured goods.

at a considerable advantage over organizations who do not understand this new technology.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 11 Organizations that understand the significance...

Knowledge management is important for managing in a competitive world. Define knowledge management and give an example of how it helps organizations to be competitive.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : manual

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Management

Source : Chapter 01 Test Bank > ES Qu. 116 Knowledge management is important for...

“As production manager, I monitor work crew performance to ensure they are meeting our standards.” The production manager is describing the management function of

decision making.

leading.

controlling.

planning.

organizing.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Analytical Thinking

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Controlling

Source : Chapter 01 Test Bank > MC Qu. 53 “As production manager, I monitor...

Managers must lead, motivate, and communicate effectively with those around them. To do this, they must develop _____ skills, often referred to as people skills.

professional

decision-making

technical

interpersonal

conceptual

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 88 Managers must lead, motivate, and...

Which of the following functions of management is described as building a dynamic organization?

organizing

leading

controlling

planning

staffing

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Organizing

Source : Chapter 01 Test Bank > MC Qu. 51 Which of the following functions...

The need for interpersonal and communication skills fades as a manager moves from the lower levels of an organization into the upper management arena.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Communication

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Top-Level Management

Source : Chapter 01 Test Bank > TF Qu. 06 The need for interpersonal and...

Which of the following is a characteristic of operational managers?

They focus on long-term issues of the business.

They are directly involved with nonmanagement employees.

They bridge the gap between higher and lower levels of management.

They break down the business's objectives into business units.

They develop goals and plans that have been formulated by top-level managers.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Management

Source : Chapter 01 Test Bank > MC Qu. 72 Which of the following is...

_____ managers often have working knowledge of problems and opportunities, leading them to generate more creative ideas than other managers.

Top-level

Operational

Middle-level

Frontline

Lower-level

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Middle-Level Management

Source : Chapter 01 Test Bank > MC Qu. 69 _____ managers often have...

Service means giving customers

the best quality.

what they should have.

larger amounts than what they ask for.

the lowest price.

what they want or need, when they want it.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 26 Service means giving customers...

Debra and her top managers are choosing the goals for the company and deciding the appropriate actions needed to achieve those goals. Which management function are they performing?

forecasting

staffing

planning

reporting

organizing

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Planning

Source : Chapter 01 Test Bank > MC Qu. 47 Debra and her top managers...

The best managers maintain a clear focus on

both effectiveness and efficiency.

effectiveness while they are a low-level manager, while more efficient as a high-level manager.

being more effective than efficient.

being more efficient than effective.

efficiency while being a low-level manager, while more effective as a high-level manager.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Functions of Management

Source : Chapter 01 Test Bank > MC Qu. 42 The best managers maintain a...

_____ is the introduction of new goods and services.

Adaptation

Innovation

Efficiency

Collaboration

Introspection

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 30 _____ is the introduction of...

Janeen has developed a process to get the latest shoe fashion produced and to the market three weeks before her closest competitor by using technology and air shipments from Vietnam.

Which fundamental driver of success has Janeen emphasized?

sustainability

speed

quality

cost competitiveness

globalization

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 23 Janeen has developed a process...

The chief executive officer, company president, and the chief operating officer are all examples of _____ managers.

strategic

tactical

operational

regional

frontline

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Top-Level Management

Source : Chapter 01 Test Bank > MC Qu. 67 The chief executive officer, company...

Emotional intelligence should be viewed as something you inherit and cannot change.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Emotional Intelligence

Source : Chapter 01 Test Bank > TF Qu. 07 Emotional intelligence should be...

The source of competitive advantage that Quicken Loans used to gain market share was innovation.

speed.

quality.

cost competitiveness.

sustainability.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 37 The source of competitive advantage...

Carol inspires people in her department to learn new skills so they perform better than expected on the job. As a manager, what is Carol especially good at?

controlling

leading

staffing

monitoring

planning

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Leading

Source : Chapter 01 Test Bank > MC Qu. 55 Carol inspires people in her...

Merida has been assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve her organization's goals. The management function Merida is working on is called

benchmarking.

quantifying.

optimizing.

planning.

organizing.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Organizing

Source : Chapter 01 Test Bank > MC Qu. 52 Merida has been...

Explain cost competitiveness and give reasons as to why a company has to worry about its cost competitiveness. Provide a suitable example.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : manual

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > ES Qu. 118 Explain cost competitiveness...

In a major announcement at an annual medical conference, Dr. Troy Lutkes, Research Director of Lucerne Pharmaceuticals, informs the medical community of a breakthrough in the treatment of high blood pressure. As _____ for his organization, he answers questions posed to him by his medical research colleagues and members of the press.

spokesperson

negotiator

liaison

resource allocator

figurehead

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 84 In a major announcement at...

Discuss how you can use social capital in your future career.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Reflective Thinking

Difficulty : 2 Medium

Gradable : manual

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Social Capital

Source : Chapter 01 Test Bank > ES Qu. 121 Discuss how you can use...

Luna is a manufacturer of fashion jewelry. The company has been operating for the past decade and is well known. When the CEO, Aimee, was asked by a local newspaper during an interview about the secret to her success, she stated that there were several reasons. She makes sure that the company always introduces new styles of jewelry to suit changes in tastes and stay a step ahead of her competitors, and the company offers its customers the best by using fine-quality semiprecious stones in artful settings. She also stated that the company's salespersons cater to customers individually to help them purchase jewelry appropriate for their personal style. Luna has its own exclusive website, which can be accessed anywhere in the world, and customers are promised that they will get what they order within 36 hours.

It can be understood that Aimee is an example of a(n)
tactical manager.

middle-level manager.

strategic manager.

operational manager.

frontline manager.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Top-Level Management

Source : Chapter 01 Test Bank > MC Qu. 102 Luna is a manufacturer of...

Eco Lawn Care Corporation, a company that manufactures environmentally friendly lawn care products, has been operating as a business for a year. The CEO, Markus, started his venture by deciding on the activities that would be involved and what his goals and objectives for the business were. He then started to recruit professional chemists and other personnel and grouped them according to their responsibilities. Every month Markus conducts a meeting where he brings attention to those who are doing good work and motivates everyone to achieve organizational goals. He also checks the daily productivity of each of the workers, monitoring them and providing training to those with low productivity.

When Markus was deciding on the activities that would be involved in the business and establishing the goals and objectives, he was performing the _____ function of management.

organizing

planning

leading

controlling

staffing

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 104 Eco Lawn Care Corporation, a...

Emilia understands her own strengths and limitations, she manages her feelings and decisions well, and she deals effectively with other people. In business, people often refer to these skills as _____ intelligence.

emotional

verbal

cultural

business

leadership

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Emotional Intelligence

Source : Chapter 01 Test Bank > MC Qu. 93 Emilia understands her own strengths...

Which of the following is one of the three essential categories of skills that managers need?

technical skills

manipulative skills

study skills

counseling skills

negotiation skills

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Managerial Skills

Source : Chapter 01 Test Bank > MC Qu. 80 Which of the following is...

Hoa is about to begin her junior year of college, majoring in accounting. As she plans her academic trajectory over the next two years, she should

select classes that will broaden her skill set as much as possible, so that she can be competitive for different types of jobs, including those outside the tech industry.

focus on being a specialist (accountant) at first, and a generalist over time.

focus on developing expertise in one skill set while increasing her general knowledge of the requirements for a specific industry.

focus on developing skills that will make her more competitive in a specific job market, for example, the video game industry.

become a specialist in as many subject areas as possible—for example, by developing deep expertise in several coding languages.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-06 Describe the principles that will help you manage your career.

Topic : Specialization

Source : Chapter 01 Test Bank > MC Qu. 79 Hoa is about to begin...

Give three examples of how globalization is changing the current business landscape.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : manual

Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap

Topic : Management

Source : Chapter 01 Test Bank > ES Qu. 115 Give three examples of how globalization...

Differentiate between the various management levels in an organization.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : manual

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Managerial Skills

Source : Chapter 01 Test Bank > ES Qu. 122 Differentiate between the various...

Luxe Slumber is a company that produces high-quality mattresses. Omar, the CEO, makes all the business deals for the company. He negotiates with suppliers and gets new customers and business for the company. Charles communicates his vision for the company and what he would like it to achieve to Ana, who lays out plans to make possible the execution of that vision. Ana delegates the work accordingly by communicating to the sales and production managers Omar's vision and what he requires of them. Irving, a floor manager, makes sure that the workers do their jobs at the required pace to meet the targets and goals of the company.

Which of the following management skills does Ana implement by communicating with the rest of the organization?

tactical skills

interpersonal skills

conceptual skills

decision-making skills

technical skills

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 114 Luxe Slumber is a company...

As a regional manager for Prism Paints, Fiona spends most of her time training new sales managers and making sure that information coming from headquarters reaches the company's branches. In this case, Fiona would best be described as a(n) _____ manager.

operational

top-level

middle-level

strategic

frontline

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Middle-Level Management

Source : Chapter 01 Test Bank > MC Qu. 70 As a regional manager for...

Felipe is the manager of Pawlicious, a bakery that specializes in cookies for cats and dogs. As the manager of the bakery, he has many responsibilities. One day he holds a meeting where he informs the employees that the company must freeze wages for the next year. An agitated employee threatens to “make the company regret this,” so Felipe asks the employee to leave immediately and makes sure that security personnel escort the employee off the premises. After the meeting, Felipe goes to meet one of the bakery’s distributors to obtain information about possible new markets for the company’s products. Then he represents the company at a dinner for the retiring bank officer who handled Pawlicious’s account for many years. These are some of the roles that Felipe performs as a manager.

Which of the following roles was Felipe performing when he dealt with the angry employee?
monitor

resource allocator

liaison

disturbance handler

negotiator

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 109 Felipe is the manager of...

When Martina, manager of the sales department for ShineCo Cleaning Supplies, realized that her plan to increase her associates' sales levels was not producing the desired results, she instituted a refresher training course that helped the associates achieve better results. Which of the following management functions is illustrated in this scenario?

budgeting

planning

controlling

organizing

leading

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Controlling

Source : Chapter 01 Test Bank > MC Qu. 58 When Martina, manager of the...

Gerard is a general manager for Handy Dandy Corporation, a tool-manufacturing firm. He is considering some changes to the production floor, which include layout adjustments and the purchase of new equipment to improve efficiency. He also wants to promote one of his employees to team leader. Which of the following functions of management is Gerard performing?

planning

training

leading

controlling

organizing

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Organizing

Source : Chapter 01 Test Bank > MC Qu. 54 Gerard is a general manager...

Briefly describe each of the four key management functions.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : manual

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Managerial Skills

Source : Chapter 01 Test Bank > ES Qu. 120 Briefly describe each of the...

Quality can be measured in terms of

an organization's ingenuity.

the demand for products or goods.

profits.

the excellence of products, goods, or services.

innovation of products or goods.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 31 Quality can be measured in...

Eco Lawn Care Corporation, a company that manufactures environmentally friendly lawn care products, has been operating as a business for a year. The CEO, Markus, started his venture by deciding on the activities that would be involved and what his goals and objectives for the business were. He then started to recruit professional chemists and other personnel and grouped them according to their responsibilities. Every month Markus conducts a meeting where he brings attention to those who are doing good work and motivates everyone to achieve organizational goals. He also checks the daily productivity of each of the workers, monitoring them and providing training to those with low productivity.

Markus monitors his employees and provides training to those who are performing poorly. In this case, which of the following functions of management is Markus performing?

planning

organizing

controlling

decision making

leading

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Controlling

Source : Chapter 01 Test Bank > MC Qu. 105 Eco Lawn Care Corporation, a...

Which of the following is one of the four fundamental traditional management functions?

developing

contracting

deciding

organizing

distributing

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Planning

Source : Chapter 01 Test Bank > MC Qu. 46 Which of the following is...

The managers at EarthGreen Technology are currently developing strategies for the company's new products and setting objectives for its business units. These managers are engaging in the management function of

forecasting.

organizing.

outsourcing.

planning.

staffing.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Planning

Source : Chapter 01 Test Bank > MC Qu. 49 The managers at EarthGreen...

Innovation is the introduction of new

procedures.

goods or services.

technology.

policies.

new policies, procedures, technology, and goods or services.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Innovation

Source : Chapter 01 Test Bank > MC Qu. 24 Innovation is the introduction of new...

“Initially, I didn’t want a new boss from outside our industry. How would she be able to train us to perform specialized tasks involving our particular methods and processes, or evaluate how well we were performing these tasks? In other words, would she have the necessary _____?” asked Bart. “But, in fact, Cynthia already knew or quickly learned these. She is certainly credible with me.”

conceptual and decision skills

language fluency

selling skills

technical skills

negotiating skills

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Functional Management

Source : Chapter 01 Test Bank > MC Qu. 86 Initially, I didn't want a...

Top-level managers are also known as tactical managers because they translate general goals into specific objectives.

true

false

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Remember

Business Competency : Knowledge Application

Difficulty : 1 Easy

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational levels

Topic : Top-Level Management

Source : Chapter 01 Test Bank > TF Qu. 05 Top-level managers are also known...

The planning function in the new business environment can also be described more dynamically as

motivating workers to do their jobs effectively.

monitoring performance and implementing needed changes.

stimulating people to be high performers.

building a dynamic organization.

delivering strategic value.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Planning

Source : Chapter 01 Test Bank > MC Qu. 50 The planning function in the...

The CEO said, “Our focus this year will be on assembling the best team we can find to achieve our goals.” The CEO is describing the management function of

controlling.

organizing.

planning.

leading.

decision making.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Planning

Source : Chapter 01 Test Bank > MC Qu. 39 The CEO said, “Our focus...

It is often said that the most important thing for managers is to get the right people on the bus, and the wrong people off the bus. This describes the management function of

organizing.

planning.

controlling.

decision making.

leading.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Apply

Business Competency : Analytical Thinking

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Topic : Organizing

Source : Chapter 01 Test Bank > MC Qu. 43 It is often said that...

Which of the following statements about job skills is true?

Interpersonal skills are equally important at all levels of management.

Technical skills are equally important at all levels of management.

Conceptual skills are more important for frontline managers than top managers.

Communication skills are needed only by top managers.

Decision skills are more important for frontline managers than top managers.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Communication

Difficulty : 2 Medium

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Managerial Skills

Source : Chapter 01 Test Bank > MC Qu. 78 Which of the following statements...

Cost competitiveness involves

sacrificing quality to keep costs low.

increasing prices to boost profits.

offering high-quality products at higher prices.

managing prices to maintain a level of attractiveness to consumers.

managing costs by being effective.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 34 Cost competitiveness involves...

Frontline managers, or operational managers, play a crucial role in an organization because they provide

feedback on top management performance.

direction and strategy for the organization.

the key plans for an organization's success.

overall direction by formulating strategy and controlling resources.

the link between management and nonmanagement personnel.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-04 Compare how the nature of management varies at different organizational le

Topic : Management

Source : Chapter 01 Test Bank > MC Qu. 73 Frontline managers, or operational manage...

Throughout your career you will need different skills. Your conceptual and decision-making skills

become more important to you as you grow in the company.

are most important early in your career.

involve the ability to perform a specialized task using a specific method.

require you to perform specialized tasks that involve a certain method or process.

are often referred to as people skills.

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Understand

Business Competency : Knowledge Application

Difficulty : 2 Medium

Evergreen Release : Updated 2025

Gradable : automatic

Learning Objective : 01-05 Define the skills you need to be an effective manager.

Topic : Managerial Skills

Source : Chapter 01 Test Bank > MC Qu. 92 Throughout your career you...

Luna is a manufacturer of fashion jewelry. The company has been operating for the past decade and is well known. When the CEO, Aimee, was asked by a local newspaper during an interview about the secret to her success, she stated that there were several reasons. She makes sure that the company always introduces new styles of jewelry to suit changes in tastes and stay a step ahead of her competitors, and the company offers its customers the best by using fine-quality semiprecious stones in artful settings. She also stated that the company's salespersons cater to customers individually to help them purchase jewelry appropriate for their personal style. Luna has its own exclusive website, which can be accessed anywhere in the world, and customers are promised that they will get what they order within 36 hours.

Which of the following success drivers of performance is Aimee using by constantly changing and introducing new jewelry styles to match the changing trends in the market and stay a step ahead of competitors?

quality

innovation

service

speed

cost competitiveness

Question Details

Accessibility : Screen Reader/Keyboard/CC

Bloom's : Analyze

Business Competency : Analytical Thinking

Difficulty : 3 Hard

Gradable : automatic

Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Topic : Competitive Advantage

Source : Chapter 01 Test Bank > MC Qu. 100 Luna is a manufacturer of...

Answer Key

Test name: Ch1_Management Leading Collaborat_15e

Essay

Student answers will vary but should demonstrate an accurate knowledge about the activities and roles that fall under each of these categories. Decisional roles include entrepreneurs, disturbance handlers, resource allocators, and negotiators. Informational roles include monitors, disseminators, and spokespeople. Interpersonal roles include leaders, liaisons, and figureheads. In the decisional category, entrepreneurs search for new business opportunities and initiate new projects to create change; disturbance handlers take corrective action during crises and other conflicts; resource allocators provide funding and other resources to units or people; and negotiators engage in negotiations with parties outside the organization as well as inside (for example, resource exchanges).

In the informational category, monitors seek information to understand the organization and its environment, serving as the center of communication; disseminators transmit information from source to source, sometimes interpreting and integrating diverse perspectives; and spokespeople speak on behalf of the organization about plans, policies, actions, and results. In the interpersonal category, leaders engage in activities such as staffing, developing, and motivating people; liaisons maintain a network of outside contacts that provide information and favors; and figureheads perform symbolic duties (for example, ceremonies) and serve other social and legal demands.

A

The fourth function of management, controlling, monitors performance and implements necessary changes. By controlling, managers make sure the organization's resources are being used as planned and the organization is meeting its goals, including financial ones.

D

Technology is vitally important in the business world. Technology both complicates things and creates new opportunities. The challenges come from the rapid rate at which communication, transportation, information, and other technologies change. Because of this, it is especially important to make wise decisions about using technology. Designing a phone app will be expensive and time-consuming, while blogs and email newsletters do not appeal to college-aged customers. In Rachael's situation, expanding her social media presence will be the quickest and cheapest way to reach the demographic she is trying to attract.

B

Technical skills are most important early in one's career. Conceptual and decision skills become more important than technical skills as individuals rise higher in the company. But interpersonal skills are important throughout one's career, at every level of management.

C

Organizations—particularly large organizations—have many levels. The types of managers found at three different organizational levels are top level, middle level, and frontline.

C

Top-level managers, often referred to as strategic managers, are supposed to focus on long-term issues and emphasize the survival, growth, and overall effectiveness of the organization.

Essay

Student answers will vary but should demonstrate an accurate understanding of the concept of self-reliance. To be self-reliant means to take full responsibility for oneself and one's actions. Examples may focus on the idea that self-reliance means finding new ways to make one's overall performance better—through taking responsibility for change, being an innovator, looking for opportunities to contribute, and generating constructive change that strengthens the company and benefits customers and colleagues. Student examples may include small business owners or freelance writers.

Essay

Student answers will vary, but should indicate accurate knowledge of the six success drivers of performance: innovation, quality, service, speed, cost competitiveness, and sustainability.

Innovation is the introduction of new goods and services. Your firm must adapt to changes in consumer demands and to new competitors. **Quality** is the excellence of your product.

Customers expect high-quality goods and services, and often they will accept nothing less.

Service means giving customers what they want or need, when they want it. It is focused on continually meeting the needs of customers to establish mutually beneficial long-term relationships. In the modern business environment, **speed**—rapid execution, response, and delivery—often separates the winners from the losers. **Cost competitiveness** means keeping costs low enough so that the company can realize profits and price its products (goods or services) at levels that are attractive to consumers. **Sustainability**, which at its most basic is the effort to minimize the use and loss of resources, especially those that are polluting and nonrenewable.

D

When individuals view themselves as employees and expect their employers to tell them what to do and give them pay and benefits, their employers are in charge, and those individuals are passive recipients of its actions. Hence, they are considered passive employees.

B

Technical skills are most important early in your career. Conceptual and decision skills become more important than technical skills as you rise higher in the company. But interpersonal skills are important throughout your career, at every level of management.

C

Sustainability is the effort to minimize the use of resources, especially those that are polluting and nonrenewable. Done properly, sustainability allows people to live and work in ways that can be maintained over the long term without depleting or harming our environmental, social, and economic resources.

Essay

Student answers will vary but should demonstrate an accurate understanding of the idea that upward mobility in a company necessitates taking on greater responsibilities, dealing with more people, understanding more about other aspects of the organization, and making bigger and more complex decisions. To become a *specialist*, you should be an expert in something useful. This will give you specific skills that help you provide concrete, identifiable value to your organization and to customers. And over time, you should learn to be a *generalist*, knowing enough about a variety of subject matters so that you can think strategically and work with different perspectives.

D

Middle-level managers are located in the organization's hierarchy below top-level management and above the frontline managers. Sometimes called tactical managers, they are responsible for translating the general goals and plans developed by strategic managers into more specific objectives and activities.

C

Planning is the management function of systematically making decisions about the goals and activities that an individual, group, work unit, or organization will pursue. Planning activities include analyzing current situations, anticipating the future, determining objectives, deciding in what types of activities the company will engage, choosing corporate and business strategies, and determining the resources needed to achieve the organization's goals.

E

Leveraging knowledge for maximum impact requires people in different departments, division, or subunits of the organization to collaborate and communicate effectively.

Essay

Frontline managers are lower-level managers who supervise the operations of the organization. These managers often have titles such as *supervisor*, *team leader*, or *assistant manager*. They are directly involved with nonmanagement employees, implementing the specific plans developed with middle managers. This role is critical in the organization because operational managers are the link between management and nonmanagement personnel. Managers on the front line are crucial to creating and sustaining quality, innovation, and other drivers of financial performance. In outstanding organizations, talented frontline managers are not only *allowed* to initiate new activities but are *expected* to by their top- and middle-level managers. And they are given freedom, incentives, and support to find ways to do so.

C

Four ongoing challenges that characterize current business landscapes are: globalization, technological change, the importance of knowledge and ideas, and collaboration across organizational boundaries.

D

Globalization affects small companies as well as large. Many small companies export their goods. Many domestic firms assemble their products in other countries. Globalization means that a company's talent can come from anywhere.

B

Middle-level managers are located in the organization's hierarchy below top-level managers and above the frontline managers. They are responsible for translating the general goals and plans developed by strategic managers into more specific objectives and activities.

A

Interpersonal and communication skills are people skills; they are the ability to lead, motivate, and communicate effectively with others.

D

Now—more than ever—individuals will be accountable for their actions and for results. In the past, people at many companies could show up, do an OK job, get a decent evaluation, and get a raise equal to the cost of living and maybe higher. Today managers must do more, better. Eminent management scholar Peter Drucker, in considering what makes managers effective, noted that some are charismatic whereas some are not, and some are visionary whereas others are more numbers-oriented. But they all ask what needs to be done, write action plans, take responsibility for decisions, and focus on opportunities, not problems.

TRUE

The need for innovation is driven in part by globalization. One obvious reason is that facilities in other countries can manufacture appliances or write software code at a lower cost than facilities in the United States.

A

One of the most important processes of knowledge management is to ensure that people in different parts of the organization collaborate effectively with one another. This requires productive communications among different departments, divisions, or other subunits of the organization.

B

Service is the speed and dependability with which an organization delivers what customers want. An important dimension of service quality is making it easy and enjoyable for customers to experience a service or to buy and use products.

A

Frontline managers, or operational managers, are lower-level managers who supervise the operations of an organization. These managers often have titles such as supervisor, team leader, or assistant manager.

E

Globalization affects small companies as well as large. Many small companies export their goods. Many domestic firms assemble their products in other countries. Globalization means that a company's talent can come from anywhere.

E

Emotional intelligence, or “EQ,” includes the skills of understanding oneself, managing oneself (dealing with emotions, making good decisions, seeking and using feedback, and exercising self-control), and dealing effectively with others (listening, showing empathy, motivating, and leading).

D

A spokesperson speaks on behalf of the organization about plans, policies, actions (such as the pending layoff), and results. It is one of the informational roles of managers.

D

Top-level managers are the senior executives of an organization and are responsible for its overall management. Top-level managers, often referred to as strategic managers, are supposed to focus on long-term issues and emphasize the survival, growth, and overall effectiveness of the organization.

B

Leading is stimulating people to be high performers. It includes motivating and communicating with employees, individually and in groups. Leading involves close day-to-day contact with people, helping to guide and inspire them toward achieving team and organizational goals.

A

When managers implement their plans, they often find that things are not working out as planned. The controlling function makes sure that goals are met. It asks and answers the question, “Are our actual outcomes consistent with our goals?” It then makes adjustments as needed. In controlling the problem of lackluster road bike sales in the Midwest, Trang may decide to increase the budget for or alter the approach to advertising in that area.

E

Conceptual and decision skills involve the ability to identify and resolve problems for the benefit of the organization and everyone involved.

A

Leading is stimulating people to be high performers. Today and in the future, managers must be good at mobilizing people to contribute their ideas and to use their brains in ways never needed or dreamed of in the past.

C

A figurehead performs symbolic duties such as attending ceremonies and serving other social and legal demands. It is one of the interpersonal roles of managers.

B

Leading is stimulating people to be high performers. Today and in the future, managers must be good at mobilizing people to contribute their ideas—to use their brains in ways never needed or dreamed of in the past.

E

Sustainability means different things to different people but includes a long-term perspective on sustaining the natural environment and building tomorrow's business opportunities while effectively managing today's business.

C

Cost competitiveness means keeping costs low enough so that the company can realize profits and price its products (goods or services) at levels that are attractive to consumers.

Essay

Student answers will vary but should demonstrate an accurate understanding of emotional intelligence. Emotional intelligence means understanding yourself (including strengths and limitations), managing yourself (dealing with emotions, making good decisions, seeking and using feedback, exercising self-control), and dealing effectively with others (listening, showing empathy, motivating, leading, and so on). Examples may include the fact that executives who score low on EQ are less likely to be rated as excellent on their performance reviews, and their divisions tend not to perform as well, or the idea that EQ is a set of skills that can be learned and developed.

E

Innovation is the introduction of new goods and services. Quality is the excellence of one's product or service.

A

Good managers accomplish organizational goals by working both effectively and efficiently. To be effective is to achieve organizational goals. To be efficient is to achieve goals with minimal waste of resources—that is, to make the best possible use of money, time, materials, and people.

Essay

Relationship #1 is passive. The individual views themselves as an employee and passively expects their employer to tell them what to do and give them pay and benefits. Their employer is in charge, and they are a passive recipient of its actions. Their contributions are likely to be adequate but minimal—they won't make the added contributions that strengthen the organization, and if all organizational members take this perspective, the organization is not likely to be strong for the long run. Relationship #2 is an active, two-way relationship in which the individual and their organization derives a mutual benefit. The mind-set is different: Instead of doing what they are told, the employee thinks about how they can contribute—and acts accordingly. To the extent that the organization values their contributions, they are likely to benefit in return by receiving full and fair rewards, support for further personal development, and a more gratifying work environment.

C

Service means giving customers what they want or need, when they want it. Services include intangible products such as insurance, hotel accommodations, medical care, and haircuts.

E

Conceptual and decision skills involve the ability to identify and resolve problems for the benefit of an organization and everyone concerned. Managers use these skills when they consider the overall objectives and strategy of the firm, the interactions among different parts of the organization, and the role of the business in its external environment.

C

Knowledge management is the set of practices aimed at discovering and harnessing an organization's intellectual resources, fully utilizing the intellects of the organization's people.

FALSE

Sustainability is about protecting our options. Done properly, sustainability allows people to live and work in ways that can be maintained over the long term (generations) without depleting or harming our environmental, social, and economic resources.

B

Frontline managers are lower-level managers who supervise the operations of the organization. They are directly involved with nonmanagement employees and implementing the specific plans developed with middle managers.

D

Management is the process of working with people and resources to accomplish organizational goals. Good managers do those things both effectively and efficiently. To be *effective* is to achieve organizational goals. To be *efficient* is to achieve goals with minimal waste of resources—that is, to make the best possible use of money, time, materials, and people. Some managers fail on both criteria, or focus on one at the expense of another. The best managers achieve high performance by focusing on both effectiveness *and* efficiency.

B

To be self-reliant means to take full responsibility for oneself, one's actions, and one's career. Individuals cannot count on their bosses to take care of them.

E

Frontline managers, or operational managers, are lower-level managers who supervise the operations of the organization. These managers often have titles such as supervisor or sales manager. They are directly involved with nonmanagement employees, implementing the specific plans developed with middle managers.

D

The decisional roles of managers are entrepreneur, disturbance handler, resource allocator, and negotiator.

TRUE

The four ongoing challenges that characterize the current business landscape are: globalization, technological change, the importance of knowledge and ideas, and collaboration across organizational boundaries.

B

Top-level managers, often referred to as strategic managers, are supposed to focus on long-term issues and emphasize the survival, growth, and overall effectiveness of the organization. They are the senior executives of an organization and are responsible for its overall management.

C

Sustainability is about protecting our options. Done properly, sustainability allows people to live and work in ways that can be maintained over the long term (generations) without depleting or harming our environmental, social, and economic resources.

D

Total quality includes preventing defects before they occur, achieving zero defects in manufacturing, and designing products for quality. The goal is to solve and eradicate from the beginning all quality-related problems and to live a philosophy of continuous improvement in the way the company operates.

A

Social capital is the goodwill stemming from one's social relationships, and it can be mobilized on a person's behalf. It aids career success, compensation, employment, team effectiveness, successful entrepreneurship, and relationships with suppliers and other outsiders.

FALSE

Customers can be collaborators. Companies must realize that the need to serve the customer drives everything else.

B

A technical skill is the ability to perform a specialized task that involves a certain method or process. Most people develop a set of technical skills to complete the activities that are part of their daily work lives.

D

Knowledge management is the set of practices aimed at discovering and harnessing an organization's intellectual resources, fully utilizing the intellects of the organization's people. It is about finding, unlocking, sharing, and altogether capitalizing on the most precious resources of an organization.

C

Companies that want to grow often need to tap international markets, where incomes are rising and demand is increasing. The change from a local to a global marketplace is gaining momentum and is irreversible.

B

The Internet is important to business because it is a global and digital marketplace, a means for manufacturing goods and services, a distribution channel, an information service, and more. It drives down costs and speeds up globalization. It improves the efficiency of decision making. Managers can watch and learn what other companies are doing on the other side of the world.

C

Technology both complicates things and creates new opportunities.

Essay

Student answers will vary but should demonstrate an accurate understanding of the following practices. Successful managers ask, “What needs to be done?” not just “What do I want to do?” They write an action plan. They don’t just think, they do, based on a sound, ethical plan. They take responsibility for decisions. This requires checking up, revisiting, and changing if necessary. They focus on opportunities, not just problems. Problems have to be solved, and problem solving prevents more damage, but capturing opportunities is what creates great results.

D

One reason every company must worry about cost is that consumers can easily compare prices on the Internet from thousands of competitors. Consumers looking to buy popular items, such as cameras, printers, and plane fares, can go online to research the best models and the best deals.

Essay

Student answers will vary, but should indicate an accurate understanding of the concept of sustainability. Companies with strong sustainability performance can become financial winners, and investors are catching on. Most global asset managers now factor in the scoring on environmental, social, and governance (ESG) metrics. A recent study showed that firms with higher ESG ratings produced higher rates of returns than their lower-ranking peers.

A

The disturbance handler role involves taking corrective action during crises or other conflicts, such as dealing with an angry customer.

D

Social capital is the goodwill stemming from social relationships. It aids career success, compensation, employment, team effectiveness, the success of new ventures, entrepreneurship, and relationships with suppliers and other outsiders.

C

A technical skill is the ability to perform a specialized task that involves a certain method or process. For example, accounting and finance courses will help individuals develop the technical skills they need to understand and manage the financial resources of an organization.

E

Online customer engagement, artificial intelligence and machine learning, data protection and privacy, and 5G are only some ways that technology is vitally important in the business world.

E

Frontline managers are directly involved with nonmanagement employees, implementing the specific plans developed with middle managers. This role is critical in the organization because operational managers are the link between management and nonmanagement personnel. Your first management position probably will fit into this category.

C

Interpersonal and communication skills influence a manager's ability to work well with people. These skills are often called people skills.

C

Collaboration can occur beyond the boundaries of the organization itself. Companies today sometimes work with rather than against their competitors. Companies also collaborate with their customers by actively and continuously listening and responding.

C

Top-level managers, often referred to as strategic managers, are supposed to focus on long-term issues and emphasize the survival, growth, and overall effectiveness of the organization. They are the senior executives of an organization and are responsible for its overall management.

C

Front-level or operational managers often have titles such as supervisor, team leader, or assistant manager and are lower-level managers who supervise the operations of the organization.

D

Leading is stimulating people to be high performers. It includes motivating and communicating with employees, individually and in groups. Leading involves connecting directly with people, helping to guide and inspire them toward achieving team and organizational goals. Leading takes place in teams, departments, and divisions as well as at the top of all types of organizations.

E

Globalization affects small companies as well as large. Many small companies export their goods. Many domestic firms assemble their products in other countries. And companies are under pressure to improve and lower the price of their products in the face of intense competition from foreign manufacturers.

B

Organizing is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals. Organizing activities include attracting people to the organization, specifying job responsibilities, grouping jobs into work units, marshaling and allocating resources, and creating conditions so that people and things work together to achieve maximum success.

Essay

Student answers will vary but should demonstrate accurate knowledge about technical skills, conceptual and decision-making skills, and interpersonal skills, and how their importance varies at different managerial levels. Examples may include the idea that technical skills are most important early in a career, conceptual and decision-making skills become more important as you rise higher in the company, and that interpersonal skills such as communicating effectively with customers and being a good team player are important at every level of management.

E

Frontline managers, or operational managers, are lower-level managers who supervise the operations of an organization. These managers often have titles such as supervisor or assistant manager.

E

Cost competitiveness means keeping costs low enough so that the company can realize profits and price its products (goods or services) at levels that are attractive to consumers.

E

As a manager, your typical day will not be neatly divided into the four functions. You will be doing many things, more or less simultaneously. Your days will be busy and fractioned, spent dealing with interruptions, meetings, and firefighting. There will be plenty to do that you wish you could be doing but can't seem to get to. These activities will include all four management functions.

D

Top-level managers are concerned not only with the organization as a whole but also with the interaction between the organization and its external environment. This interaction often requires managers to work extensively with outside individuals and organizations.

E

The *Harvard Business Review* notes companies that understand the significance of how generative AI can transform the business landscape will be at a considerable advantage over those who do not.

Essay

Student answers will vary, but should indicate an accurate understanding of the concept of knowledge management. Knowledge management is the set of practices aimed at discovering and harnessing an organization's intellectual resources—fully using the intellects of the organization's people. Because companies in advanced economies have become so efficient at producing physical goods, most workers have been freed up to provide services or “abstract goods” such as software, entertainment, data, and advertising. These workers, whose primary contributions are ideas and problem-solving expertise, are often referred to as *knowledge workers*. Examples will vary but should address the ways in which knowledge managers find human assets, help people collaborate and learn, generate new ideas, and harness those ideas into successful innovations.

C

Controlling means monitoring performance and implementing necessary changes. By controlling, managers make sure the organization's resources are being used properly and that the organization is meeting its goals such as quality and worker safety.

D

Interpersonal and communication skills influence a manager's ability to work well with people. This includes their time interacting with people, leading, motivating, and communicating effectively with those around them. These skills are often called people skills.

A

The organizing function can be described as building a dynamic organization. Now and in the future, effective managers will build organizations that are flexible and adaptive, particularly in response to competitive threats and customer needs.

FALSE

The importance of skills varies by managerial level. Technical skills are most important early in one's career. Conceptual and decision skills become more important than technical skills as a person rises higher in the company. But interpersonal skills are important throughout one's career, at every level of management.

B

Frontline managers, or operational managers, are lower-level managers who supervise the operations of the organization. They are directly involved with nonmanagement employees, implementing the specific plans developed with middle managers.

C

Middle-level managers are closer than top managers to day-to-day operations, customers, frontline managers, supplies, and employees—so they have a working knowledge of problems and opportunities. They also have creative ideas—often more and better ones than their bosses.

E

Service means giving customers what they want or need, when they want it. So service is focused on continually meeting the needs of customers to establish mutually beneficial long-term relationships.

C

Planning is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals. Plans set the stage for action and for major achievements.

A

Some managers fail at being either efficient or effective, or focus on one at the expense of the other. The best managers maintain a clear focus on both effectiveness and efficiency.

B

Innovation is the introduction of new goods and services. A firm must adapt to changes in consumer demands and to new competitors.

B

To succeed, managers must deliver performance. The fundamental success drivers of performance are innovation, quality, service, speed, cost competitiveness, and sustainability. Speed is rapid execution, response, and delivery.

A

The chief executive officer, chief operating officer, company presidents, and vice presidents are all strategic-level members of the top management team. Top-level managers are the senior executives of an organization and are responsible for its overall management.

FALSE

The common phrase “emotional intelligence” is controversial. For instance, individuals should not consider it as a type of intelligence but as a set of skills that they can learn and develop—but these skills do matter in many ways.

B

The best managers and companies deliver on all six sources of competitive advantage: innovation, quality, service, speed, cost competitiveness, and sustainability.

B

Leading is stimulating people to be high performers. It includes motivating and communicating with employees, individually and in groups.

E

Organizing is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals. Organizing activities include attracting people to the organization and specifying job responsibilities.

Essay

Student answers will vary, but should indicate an accurate understanding of the concept of cost competitiveness. **Cost competitiveness** means keeping costs low enough so that the company can realize profits and price its products (goods or services) at levels that are attractive to consumers. Examples will vary but may address the idea that consumers can use the Internet to easily compare prices from thousands of competitors. Consumers looking to buy popular items, such as cameras, printers, and plane fares, can go online to research the best models and the best deals.

A

A spokesperson speaks on behalf of the organization about plans, policies, actions, and results.

Essay

Student answers will vary but should demonstrate an understanding of what social capital is and how it can enhance career goals. Social capital is the goodwill stemming from your social relationships, and you can mobilize it on your behalf. It aids career success, compensation, employment, team effectiveness, the success of new ventures, entrepreneurship, and relationships with suppliers and other outsiders. Today much of that social capital can be tapped online at social networking websites. Besides the social sites such as Facebook, some of these sites are aimed at helping people tap business networks. For example, LinkedIn has more than 467 million registered members worldwide, with total revenue from premium subscriptions and marketing and talent solutions of \$960 million.

C

Top-level managers are the senior executives of an organization and are responsible for its overall management. Top-level managers, often referred to as strategic managers, are supposed to focus on long-term issues and emphasize the survival, growth, and overall effectiveness of the organization.

B

Planning is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals. Plans set the stage for action and for major achievements.

A

Businesspeople often talk about emotional intelligence (or “EQ”), the skills of understanding oneself (including strengths and limitations), managing oneself (dealing with emotions, making good decisions, seeking and using feedback, and exercising self-control), and dealing effectively with others (listening, showing empathy, motivating, and leading).

A

Although managers need many individual skills, there are three essential categories: technical skills, interpersonal and communication skills, and conceptual and decision skills.

B

Hoa will benefit most through working to become both a specialist and a generalist. To accomplish this, she should focus on learning a broad range of skills at the top level while continuing to develop expertise in one specific area of software design. Learning specific skills will help her provide concrete, identifiable value to the companies she applies to. At the same time, knowing enough about a variety of subject matters will allow her to think strategically and work with different perspectives.

Essay

Student answers will vary. Far more than in the past, today's enterprises are global, with offices and production facilities in countries all over the world. Corporations operate worldwide, transcending national borders. Companies that want to grow often need to tap international markets. The global marketplace can present big opportunities for small companies too. Globalization also means that a company's talent and competition can come from anywhere. *Fortune* magazine annually publishes a list of the world's most admired companies. For the 16th straight year, Apple was the most admired company overall in 2023. Meanwhile, international companies achieved top ranks in many other sectors. Switzerland-based Nestlé was the most admired maker of consumer food products in 2023, for example. Japan's Toyota Motor was the most admired producer of motor vehicles, and Ireland's Accenture was the most admired provider of information technology services. Globalization affects small companies as well as large ones. Many small companies export their goods. Many domestic firms assemble their products in other countries. And companies are under pressure to improve and lower the price of their products in the face of intense competition from foreign manufacturers.

Essay

Student answers will vary but should demonstrate an accurate knowledge about the types of managers found at three broad organizational levels: top level, middle level, and frontline. Top-level managers are the senior executives of an organization and are responsible for its overall management. Top-level managers, often referred to as *strategic managers*, are supposed to focus on long-term issues and emphasize the survival, growth, and overall effectiveness of the organization. Middle-level managers are located in the organization's hierarchy below top-level management and above the frontline managers. Middle-level managers are responsible for translating the general goals and plans developed by strategic managers into more specific objectives and activities. Frontline managers are lower-level managers who supervise the operations of the organization. These managers often have titles such as *supervisor*, *team leader*, or *assistant manager*. They are directly involved with nonmanagement employees, implementing the specific plans developed with middle managers.

B

Interpersonal and communication skills influence a manager's ability to work well with people. These skills are often called people skills.

C

Middle-level managers are responsible for translating the general goals and plans developed by strategic managers into more specific objectives and activities. The role of the middle manager is to be an administrator who bridges the gap between higher and lower levels.

D

A disturbance handler is one who takes corrective action during crises or other conflicts, such as dealing with the angry employee. It is one of the decisional roles of managers.

C

The fourth function of management, controlling, monitors performance and implements necessary changes. By controlling, managers make sure that the organization's resources are being used as planned and that the organization is meeting its goals, such as quality and safety.

E

Organizing is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals. Organizing activities include specifying job responsibilities, grouping jobs into work units, marshaling and allocating resources, and creating conditions so that people and things work together to achieve maximum success.

Essay

Student answers will vary but should demonstrate accurate knowledge about the four key management functions: planning, organizing, leading, and controlling. **Planning** is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals. Planning activities include analyzing current situations, anticipating futures, determining objectives, deciding the types of activities in which the company will engage, choosing corporate and business strategies, and determining the resources needed to achieve the organization's goals. **Organizing** is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals. Organizing activities include attracting people to the organization, specifying job responsibilities, grouping jobs into work units, marshaling and allocating resources, and creating conditions so that people and things work together to achieve maximum success. **Leading** is stimulating people to be high performers. It includes motivating and communicating with employees, individually and in groups. Leading involves connecting directly with people, helping to guide and inspire them toward achieving team and organizational goals. Leading takes place in teams, departments, and divisions as well as at the tops of large organizations. **Controlling** involves monitoring performance and implementing necessary changes. By controlling, managers make sure the organization's resources are being used properly and that the organization is meeting its goals such as quality and worker safety.

D

Quality can be measured in terms of product performance, customer service, reliability, conformance to standards, durability, and aesthetics. Quality is the excellence of an organization's products, goods, or services.

C

Controlling monitors performance and implements necessary changes. By controlling, managers make sure that the organization's resources are being used as planned and that the organization is meeting its goals, such as quality and safety.

D

The four traditional functions of management are planning, organizing, leading, and controlling. They remain as relevant as ever, and they still provide the fundamentals that are needed in start-ups as much as in established corporations.

D

Planning activities include analyzing current situations, anticipating the future, determining objectives, deciding in what types of activities the company will engage, choosing corporate and business strategies, and determining resources needed to achieve goals.

E

Innovation is the introduction of new goods and services a change in method or technology a positive, useful departure from previous ways of doing things.

D

A technical skill is the ability to perform a specialized task that involves a certain method or process.

FALSE

Top-level managers, often referred to as strategic managers, are supposed to focus on long-term issues and emphasize the survival, growth, and overall effectiveness of the organization. Middle-level managers are otherwise called tactical managers.

E

The planning function for the new business environment is more dynamically described as delivering strategic value. Value describes the monetary amount associated with how well a job, task, good, or service meets users' needs. That value is strategic when it contributes to meeting the organization's goals.

B

Organizing is assembling and coordinating the human, financial, physical, informational, and other resources to achieve goals.

A

Organizing is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals. Organizing activities include attracting people to the organization, specifying job responsibilities, grouping jobs into work units, marshaling and allocating resources, and creating conditions so that people and things work together to achieve maximum success.

A

The importance of skills varies by managerial level. Technical skills are most important early in a person's career. Conceptual and decision skills become more important than technical skills as a person rises higher in the company. But interpersonal skills are important throughout a person's career, at every level of management.

D

Cost competitiveness means keeping costs low enough so that the company can realize profits and price its products (goods or services) at levels that are attractive to consumers. Needless to say, if a company offers a desirable product at a lower price, it is more likely to sell.

E

Frontline managers, or operational managers, are lower-level managers who supervise the operations of the organization. Their role is critical in an organization because they are the link between management and nonmanagement personnel.

A

Technical skills are most important early in your career. Conceptual and decision skills become more important than technical skills as you rise higher in the company. Interpersonal skills are important throughout your career, at every level of management.

B

Innovation is the introduction of new goods and services. Products don't sell forever; in fact, they don't sell for nearly as long as they used to because so many competitors are introducing so many new products all the time. Firms must innovate, or they will die.