

Management, 9e (Kinicki)

Chapter 1 The Exceptional Manager: What You Do, How You Do It

1) At times, to be efficient in management means NOT using resources in the most cost-effective way.

Answer: FALSE

Explanation: Efficiency is the means of attaining the organization's goals. To be efficient means to use resources such as people, money, and raw materials wisely and cost-effectively.

Difficulty: 1 Easy

Topic: Management

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

2) Organizations can gain a competitive advantage simply by matching their competition in terms of cutting costs and responsiveness to employees.

Answer: FALSE

Explanation: The first challenge of a manager is to manage for competitive advantage. This means an organization must stay ahead in four areas: (1) being responsive to customers, (2) innovation, (3) quality, and (4) efficiency.

Difficulty: 1 Easy

Topic: Competitive Advantage

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

3) Innovation in business is defined as seeking ways to deliver less costly goods but in similar ways, maintaining employee morale.

Answer: FALSE

Explanation: Finding ways to deliver new or better goods or services is called innovation.

Difficulty: 1 Easy

Topic: Competitive Advantage

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

4) Telecommuting has been found to enhance employee satisfaction and performance.

Answer: TRUE

Explanation: Research has shown that telecommuting enhances employee performance and satisfaction.

Difficulty: 1 Easy

Topic: Virtual Office

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

5) Jorge is developing a new employee schedule for his landscaping business due to the increase in customer calls during the summer. While doing this, Jorge is involved in organizing.

Answer: TRUE

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

Difficulty: 2 Medium

Topic: Organizing

Learning Objective: 01-02: List the four principle functions of a manager.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

6) Amber, a district manager for a large restaurant chain, is comparing the goals of her restaurants with recent sales. She knows that two restaurants are underperforming, so she plans on meeting with those managers to discuss corrective action; this process is the controlling managerial function.

Answer: TRUE

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

Difficulty: 2 Medium

Topic: Controlling

Learning Objective: 01-02: List the four principle functions of a manager.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

7) Tia works for a line of high-end fashion clothing stores. In her role, she makes strategic long-term decisions about her company's overall direction, and she creates the overall corporate goals, policies, and strategies. In light of these tasks, Tia must be a middle manager.

Answer: FALSE

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

Difficulty: 2 Medium

Topic: Top-Level Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

8) Leonardo is a district manager who oversees several store managers in a national chain of retailers. Leonardo reports directly to the vice president of stores and marketing, a member of top management. Leonardo is a middle manager.

Answer: TRUE

Explanation: Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. Titles might include plant manager, district manager, and regional manager, among others. In the nonprofit world, middle managers may have titles such as clinic director, dean of student services, and the like.

Difficulty: 2 Medium

Topic: Middle-Level Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

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

Answer: FALSE

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

Difficulty: 1 Easy

Topic: Managerial Roles

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

10) It's your responsibility to manage your career, but others can also make it happen.

Answer: FALSE

Explanation: It's your responsibility to manage your career. Don't count on others to make it happen.

Difficulty: 1 Easy

Topic: Motivation

Learning Objective: 01-08: Describe the process for managing your career readiness.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

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

A) efficiency in motion

B) the science of helping people

C) the science of accomplishing things

D) the art of getting things done through people

E) the science of synergy

Answer: D

Explanation: Management, said one pioneer of management ideas, is "the art of getting things done through people."

Difficulty: 2 Medium

Topic: Corporate Social Responsibility.; Management

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

12) April works diligently to accomplish the company goals in an efficient and effective manner, utilizing her employees through planning, organizing, leading, and controlling company resources. April is

- A) developing synergy.
- B) delegating.
- C) entrepreneurship.
- D) managing.
- E) vision planning.

Answer: D

Explanation: Management is defined as (1) the pursuit of organizational goals efficiently and effectively by (2) integrating the work of people through (3) planning, organizing, leading, and controlling the organization's resources.

Difficulty: 1 Easy

Topic: Management

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

13) At XYZ Manufacturing, employees work together to achieve the company goals and purposes. XYZ Manufacturing is a(n)

- A) ad hoc team.
- B) organization.
- C) visionary.
- D) user of stretch goals.
- E) force.

Answer: B

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

Difficulty: 1 Easy

Topic: Organizational Structure

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

14) Timothy, a restaurant general manager, carefully watches his costs by reusing some items that in the past were immediately thrown away. Timothy is an example of a(n) _____ manager.

- A) effective
- B) diverse
- C) detail
- D) efficient
- E) macro

Answer: D

Explanation: Efficiency is the means of attaining the organization's goals. To be efficient means to use resources such as people, money, and raw materials wisely and cost-effectively.

Difficulty: 2 Medium

Topic: Corporate Social Responsibility.; Management

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

15) Gray, a supervisor, is known by her managers to be sharp in her decisions and has a good track record of meeting her goals; Gray is a(n) _____ manager.

- A) effective
- B) diverse
- C) detail
- D) efficient
- E) macro

Answer: A

Explanation: Effectiveness regards the organization's ends or goals. To be effective means to achieve results, to make the right decisions, and to successfully carry them out so they achieve the organization's goals.

Difficulty: 1 Easy

Topic: Corporate Social Responsibility.; Effectiveness

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

16) *Management* is defined as the pursuit of organizational goals

- A) efficiently and effectively.
- B) correctly and with synergy.
- C) economically.
- D) efficiently and in a detailed-oriented manner.
- E) with passion and effectiveness.

Answer: A

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

Difficulty: 1 Easy

Topic: Corporate Social Responsibility.; Management

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

17) The multiplier effect states that a manager's influence on the organization

- A) has implications far beyond the results that can be achieved by one person acting alone.
- B) is felt repeatedly for many days.
- C) can have great and continual cost implications.
- D) also results in large consequences for employees' families.
- E) can result in many types of company diversity.

Answer: A

Explanation: In being a manager you have a multiplier effect: your influence on the organization is multiplied far beyond the results that can be achieved by just one person acting alone.

Difficulty: 1 Easy

Topic: Corporate Social Responsibility.; Management

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

18) Being able to _____ is a key benefit for those who study management.

- A) relate to their managers and deal with organizations from the outside
- B) better manage money
- C) relate to coworkers and deal with technology
- D) sell their product
- E) counsel workers on personal and family issues

Answer: A

Explanation: A few of the payoffs of studying management as a discipline include understanding how to deal with organizations from the outside, understanding how to relate to your supervisors and coworkers, and understanding how to manage yourself in the workplace.

Difficulty: 2 Medium

Topic: Corporate Social Responsibility.; Management

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

19) What does being a manager offer to an employee?

- A) few rewards due to the large amount of stress
- B) many rewards apart from money and status
- C) being exempt from some current laws
- D) not having to stretch his or her abilities
- E) little apart from money and status

Answer: B

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

Difficulty: 2 Medium

Topic: Corporate Social Responsibility.; Management

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

20) _____ are two of the primary challenges facing managers today.

- A) Dealing with employee issues and maintaining good records
- B) Dealing with the lack of information and union problems
- C) Dealing with union and financial issues
- D) Managing for a competitive advantage and diversity
- E) Dealing with ethical dilemmas and decreasing diversity

Answer: D

Explanation: Seven challenges faced by any manager: You need to manage for competitive advantage—to stay ahead of rivals. You need to manage for the effects of globalization and of information technology. You need to manage for diversity in race, ethnicity, gender, and so on, because the future won't resemble the past. You always need to manage to maintain ethical standards. You need to manage for sustainability—to practice sound environmental policies. Finally, you need to manage for the achievement of your own happiness and life goals.

Difficulty: 2 Medium

Topic: Competitive Advantage; Diversity

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

21) Dennis, a marketing manager, recently attended a management workshop where he learned of Mihaly Csikszentmihalyi's view that the ideal state that many people seek is

- A) between a high and low pay rate.
- B) a point of little working and more relaxing.
- C) an emotional zone somewhere between boredom and anxiety.
- D) where very little work is required.
- E) a high-pressure career that makes an individual stronger.

Answer: C

Explanation: The ideal state that many people seek is an emotional zone somewhere between boredom and anxiety, in the view of psychologist Mihaly Csikszentmihalyi. Boredom, he says, may arise because skills and challenges are mismatched: You are exercising your high level of skill in a job with a low level of challenge, such as licking envelopes. Anxiety arises when one has low levels of skill but a high level of challenge, such as suddenly being called upon to give a rousing speech to strangers.

Difficulty: 2 Medium

Topic: Management

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

22) Omega Manufacturing employs some of the top professionals in its field, and because of their skills and experience, Omega is highly efficient and outperforms its competitors. Omega Manufacturing has a(n) _____ over its competition.

- A) quality mark
- B) effectiveness advantage
- C) synergy
- D) leadership dimension
- E) competitive advantage

Answer: E

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

Difficulty: 1 Easy

Topic: Competitive Advantage

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

23) Davidson Production is keenly aware of the need to strive daily to produce goods and services more effectively than its competitors. Therefore, Davidson's management strives to _____ in order to achieve this standard.

- A) maintain a diverse workforce
- B) be responsive to employees
- C) stay involved with the community
- D) maintain quality and efficiency
- E) increase its global presence

Answer: D

Explanation: Competitive advantage is the ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them. This means an organization must stay ahead in four areas: (1) being responsive to customers, (2) innovation, (3) quality, and (4) efficiency.

Difficulty: 2 Medium

Topic: Competitive Advantage

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

24) According to the _____, taking care of customers is essential to obtaining a competitive advantage.

- A) Golden Marketing Rule
- B) first law of business
- C) Employee Rule
- D) Profit-Generating Code
- E) synergy focus

Answer: B

Explanation: The first law of business is: take care of the customer. Without customers, whatever they're called, sooner or later there will be no organization.

Difficulty: 1 Easy

Topic: Competitive Advantage

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

25) Even for nonprofits, sooner or later there will be no organization without

- A) ethical standards.
- B) good laws.
- C) the Employee Rule.
- D) customers.
- E) synergy focus.

Answer: D

Explanation: Without customers—buyers, clients, consumers, shoppers, users, patrons, guests, investors, or whatever they're called—sooner or later there will be no organization.

Difficulty: 1 Easy

Topic: Competitive Advantage

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

26) The owners of a local coffee shop routinely try to develop new menu items and seek better ways of helping their customers. _____ is the result of their efforts.

- A) Synergy
- B) The production objective
- C) MBO
- D) Efficiency
- E) Innovation

Answer: E

Explanation: Finding ways to deliver new or better goods or services is called innovation. No organization, for-profit or nonprofit, can allow itself to become complacent, especially when rivals are coming up with creative ideas. "Innovate or die" is an important adage for any manager.

Difficulty: 2 Medium

Topic: Innovation

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

27) Because Delta Development Services is the only company that supplies a critical product for clients, customers of Delta are likely to

- A) put up with poor-quality products.
- B) stop producing products needing the Delta part.
- C) be more profitable.
- D) increase company synergy.
- E) pay lower prices for the Delta parts.

Answer: A

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

Difficulty: 2 Medium

Topic: Competitive Advantage

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

28) Today, companies emphasize _____ with production.

- A) efficiency
- B) increased synergy
- C) diversity
- D) training
- E) employee happiness

Answer: A

Explanation: A generation ago, organizations rewarded employees for their length of service. Today, however, the emphasis is on efficiency. Companies strive to produce goods or services as quickly as possible using as few employees (and raw materials) as possible.

Difficulty: 1 Easy

Topic: Efficiency

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

29) In 2015, approximately what percentage of the U.S. population was foreign-born?

- A) 32 percent
- B) 21 percent
- C) 8 percent
- D) 50 percent
- E) 13 percent

Answer: E

Explanation: In 2015, approximately 13.4 percent of the U.S. population was foreign-born. By 2020, the number is expected to be 14.3 percent, and by 2060, 18.8 percent.

Difficulty: 1 Easy

Topic: Competitive Advantage

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

30) According to the theory of _____, noted by *The New York Times* columnist Thomas Friedman, there is an urge to address the crises of destabilizing climate change and rising competition for energy.

- A) the world is one
- B) decreasing globalism
- C) sustainability and geo-greenism
- D) world economies are too narrow
- E) one world government is the answer

Answer: C

Explanation: American firms have been going out into the world in a major way, even as the world has been coming to us. This has led to what *The New York Times* columnist Thomas Friedman has called, in his book *The World Is Flat*, a phenomenon in which globalization has leveled (made "flat") the competitive playing fields between industrial and emerging-market countries.

Difficulty: 1 Easy

Topic: Socially Responsible Behavior

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

31) Studies show that dealing with excessive and unimportant e-mail and text messages in the workplace can lead to

- A) decreased employee conflict and stress.
- B) increased productivity.
- C) improved morale.
- D) synergy.
- E) concentrating on the urgent rather than the important.

Answer: E

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

Difficulty: 1 Easy

Topic: Management

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

32) _____ is the discipline concerned with creating computer systems that simulate human reasoning and sensation.

- A) Human simulation
- B) Simulation production
- C) IT simulation
- D) Artificial intelligence
- E) Cognitive cloning

Answer: D

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

Difficulty: 1 Easy

Topic: Technology

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

33) _____ employs state-of-the-art computer software and hardware to help people work better together.

- A) A strategy database
- B) Collaborative computing
- C) A knowledge base
- D) A wisdom system
- E) Knowledge management

Answer: B

Explanation: Using state-of-the-art computer software and hardware to help people work better together is known as collaborative computing. Many hospitals, for example, now knit various functions together—patient histories, doctors' orders, lab results, prescription information, billing—in a single information system, parts of which patients can access themselves to schedule appointments, question doctors, and request prescription refills.

Difficulty: 1 Easy

Topic: Technology

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

34) A national sales organization has implemented a set of training courses on its intranet, with a link that allows employees to find and share answers to questions that arise with customers. _____ is the system that allows the sharing of knowledge and information throughout an organization.

- A) A strategy database
- B) Knowledge implementation
- C) A knowledge base
- D) A wisdom system
- E) Knowledge management

Answer: E

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

Difficulty: 2 Medium

Topic: Information Technology

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

35) Cheyanne, the regional manager of a global sales organization, gives freedom to the sales representatives on the amount spent on gifts for prospective Asian and European customers. Cheyanne is managing for

- A) dilemma resolution.
- B) global standards.
- C) international politics.
- D) ethical standards.
- E) global diversity.

Answer: D

Explanation: Under pressure to meet sales, production, and other targets, managers can find themselves confronting ethical dilemmas.

Difficulty: 2 Medium

Topic: Ethical Decision-Making

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

36) When building a new residential development or mall, a national real estate organization typically does not remove many trees, basing its decision on the belief that natural resources are limited and the company must not compromise the ability of future generations to meet its own needs. To which philosophy is the company adhering?

- A) sustainability
- B) environmental stimulation
- C) natural ethics
- D) enviroethics
- E) green values

Answer: A

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

Difficulty: 2 Medium

Topic: Socially Responsible Behavior

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

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

- A) is working in a diverse culture.
- B) has a supportive family.
- C) is working within a supportive or interesting organizational culture.
- D) likes his or her job.
- E) works in an organization with a strong training program.

Answer: C

Explanation: Meaningfulness is the sense of "belonging to and serving something that you believe is bigger than the self."

Difficulty: 2 Medium

Topic: Organizational Culture

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

38) What are the four principal functions of management?

- A) executing, planning, organizing, and leading
- B) scheduling, organizing, leading, and staffing
- C) staffing, planning, motivating, and delegating
- D) planning, organizing, leading, and controlling
- E) staffing, planning, leading, and delegating

Answer: D

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

Difficulty: 1 Easy

Topic: Management

Learning Objective: 01-02: List the four principle functions of a manager.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

39) When the manager of a local bakery sets goals and then develops a blueprint for how to achieve them, she is

- A) planning.
- B) monitoring.
- C) delegating.
- D) organizing.
- E) staffing.

Answer: A

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

Difficulty: 1 Easy

Topic: Planning

Learning Objective: 01-02: List the four principle functions of a manager.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

40) In February, Pedro, the manager of a pool supply and cleaning company, is looking at the upcoming need for more workers to handle the increased customers in spring and summer. Which of the four key management processes is he using?

- A) planning
- B) organizing
- C) managing
- D) leading
- E) controlling

Answer: B

Explanation: *Organizing* is defined as arranging tasks, people, and other resources to accomplish the work. Organizing includes determining the tasks to be done, by whom, and what the reporting hierarchy is to be.

Difficulty: 2 Medium

Topic: Organizing

Learning Objective: 01-02: List the four principle functions of a manager.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

41) At times, customers have an unexpected need and require certain departments, such as production, to change their schedule to meet the demands of the sales department. When Shannon, the vice president of marketing, inspires the production team to put in the extra effort, she is playing a(n) _____ role.

- A) delegation
- B) implementation
- C) leadership
- D) monitoring
- E) staffing

Answer: C

Explanation: *Leading* is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals. The various groups involved often have different needs and wants, so an essential part of leadership is resolving conflicts.

Difficulty: 2 Medium

Topic: Leading

Learning Objective: 01-02: List the four principle functions of a manager.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

42) The general manager of a clothing store recently gave a motivational PowerPoint presentation to his employees on the value of being courteous to each customer. The manager's behavior is an example of

- A) leading.
- B) delegating.
- C) upkeep.
- D) situational control.
- E) planning.

Answer: A

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

Difficulty: 2 Medium

Topic: Leading

Learning Objective: 01-02: List the four principle functions of a manager.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

43) The district manager of a national fast-food restaurant watches the sales reports for each restaurant daily to compare actual sales with projected sales goals, and then takes corrective action if needed. In which part of the management process is he or she participating?

- A) goal setting
- B) controlling
- C) organizing
- D) situational planning
- E) motivating

Answer: B

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

Difficulty: 2 Medium

Topic: Controlling

Learning Objective: 01-02: List the four principle functions of a manager.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

- 44) Management theorist Peter Drucker compared the workplace of the future to
- A) the Great Depression.
 - B) past political leaders.
 - C) apples and oranges.
 - D) outmoded marketing concepts.
 - E) a symphony orchestra.

Answer: E

Explanation: The workplace of the future may resemble a symphony orchestra, famed management theorist Peter Drucker said. Employees, especially so-called knowledge workers, can be compared to concert musicians. Their managers can be seen as conductors. The conductor's role is not to play each instrument but to lead them all through the most effective performance of a particular work.

Difficulty: 1 Easy

Topic: Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

- 45) Edgar is a chef and the kitchen manager in an upscale restaurant. He is very knowledgeable in both the culinary and restaurant management fields. Because he possesses these technical skills, Edgar can be considered a(n) _____ worker.

- A) cognitive
- B) focused
- C) top-rated
- D) MBO
- E) knowledge

Answer: E

Explanation: A knowledge worker is one who has a great deal of technical skill.

Difficulty: 2 Medium

Topic: Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

46) What are the four levels of managers?

- A) upper, regional, middle, lower
- B) upper, middle, floating, lower
- C) top, middle, first-line managers, nonmanagerial employees
- D) top, middle, first-line, advisors
- E) upper, board of directors, middle, lower

Answer: C

Explanation: Managers may be classified into four levels: top, middle, first-line, and nonmanagerial employees.

Difficulty: 1 Easy

Topic: Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

47) Matthew, vice president of human resources at Gamma Phi Corporation, is a(n)

- A) team leader.
- B) first-line level manager.
- C) board manager.
- D) middle-level manager.
- E) upper-level manager.

Answer: E

Explanation: An organization's top managers tend to have titles such as "chief executive officer (CEO)," "chief operating officer (COO)," "president," and "senior vice president."

Difficulty: 2 Medium

Topic: Top-Level Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

48) Francois pays a lot of attention to the environment outside his company, staying alert for long-run opportunities and problems and devising strategies for dealing with them. Francois is a(n)

- A) team leader.
- B) first-line manager.
- C) board manager.
- D) monitoring manager.
- E) upper-level manager.

Answer: E

Explanation: Top managers make long-term decisions about the overall direction of the organization. They need to pay a lot of attention to the environment outside the organization, being alert for long-run opportunities and problems and devising strategies for dealing with them. Thus, executives at this level must be future-oriented, dealing with uncertain, highly competitive conditions.

Difficulty: 2 Medium

Topic: Top-Level Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

49) Petra, a plant manager, received an e-mail from the CEO stating that the company will now be focusing on customer service. The e-mail also stated that all plant managers need to implement this policy and coordinate the activities related to this strategy for their lowest-level managers. Petra is a

- A) team leader.
- B) first-line manager.
- C) board member.
- D) middle manager.
- E) top manager.

Answer: D

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

Difficulty: 2 Medium

Topic: Middle-Level Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

50) Loree manages the service desk and makes routine decisions related to customer refunds and merchandise returns. Loree also oversees the daily tasks of the cashiers and front desk employees. Loree is a

- A) team leader.
- B) first-line manager.
- C) board member.
- D) middle manager.
- E) top manager.

Answer: B

Explanation: Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of nonmanagerial personnel who are all those people who work directly at their jobs but don't oversee the work of others.

Difficulty: 1 Easy

Topic: Frontline Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

51) Heather reports to the front desk manager. Heather is responsible for directing the team activities of four cashiers who are responsible for developing a plan to improve customer service. Heather does NOT have authority over other team members, but she provides guidance, instruction, and direction to them. Heather is a(n)

- A) lower-level manager.
- B) nonmanagerial employee.
- C) advisory manager.
- D) director of the board.
- E) top-level manager.

Answer: B

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

Difficulty: 2 Medium

Topic: Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

- 52) Brianne, vice president of finance, and Dominic, vice president of human resources, are
- A) lower-level managers.
 - B) team leaders.
 - C) advisory managers.
 - D) board members.
 - E) functional managers.

Answer: E

Explanation: A functional manager is responsible for just one organizational activity.

Difficulty: 1 Easy

Topic: Functional Manager

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

53) Tutors for Students (TFS) is an organization with the purpose of offering free tutoring to older students. TFS does NOT expect to earn any money through its operations. Therefore, TFS is an example of a _____ organization.

- A) nonprofit
- B) mutual-benefit
- C) commonweal
- D) servant
- E) for-profit

Answer: A

Explanation: Nonprofit organizations' purpose is to offer services to some clients, not to make a profit. Examples of such organizations are hospitals, colleges, and social-welfare agencies (e.g., the Salvation Army, the Red Cross).

Difficulty: 2 Medium

Topic: Organizational Structure

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

54) The city fire department offers its services to any individual within its city limits, so even Ken, who is driving through the city on vacation, received assistance with a car fire. The fire department is an example of a _____ organization.

- A) servant
- B) commonweal
- C) for-profit
- D) volunteer
- E) mutual benefit

Answer: B

Explanation: One particular type of nonprofit organization is called the commonweal organization. Unlike nonprofit service organizations, which offer services to some clients, commonweal organizations offer services to all clients within their jurisdictions. Examples are the military services, the U.S. Postal Service, and your local fire and police departments.

Difficulty: 2 Medium

Topic: Organizational Structure

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

55) Justin, a college student, has become very interested in helping his community, so he is volunteering in a neighborhood improvement organization. This type of organization is an example of a(n) _____ organization.

- A) mutual-benefit
- B) for-profit
- C) nonprofit
- D) advancement
- E) green

Answer: A

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

Difficulty: 2 Medium

Topic: Organization

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

- 56) A town police officer is meeting with some citizens in his community, where he will discuss the police department's positive service delivery. The success of his organization is measured by
- A) its increased involvement in the community.
 - B) how much money he saved last year.
 - C) its image in the public eye.
 - D) its profitability.
 - E) its effectiveness, such as decreased crime.

Answer: E

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

Difficulty: 2 Medium

Topic: Organizational Structure

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

- 57) According to management scholar Henry Mintzberg, which of the following is true of managers?

- A) They tend to work long hours and rely less on verbal communication than on written communication.
- B) They have work that is characterized by brevity and routine.
- C) They have work that is characterized by fragmentation, brevity, and variety.
- D) They tend to work long hours at a slow pace.
- E) They tend to work shorter hours and rely more on written communication than on verbal communication.

Answer: C

Explanation: Managers tend to work long hours at an intense pace; their work is characterized by fragmentation, brevity, and variety; and they rely more on verbal than on written communication.

Difficulty: 2 Medium

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

58) According to management scholar Henry Mintzberg, which three roles do managers play?

- A) interpersonal, analytical, professional
- B) professional, leader, informational
- C) interdependent, monitor, analytical
- D) interpersonal, informational, decisional
- E) interpersonal, analytical, monitor

Answer: D

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

Difficulty: 1 Easy

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

59) As a store manager, Leah has to play the role of negotiator, such as purchasing products at a fair price for her company. As she handles this responsibility, Leah is playing the _____ role.

- A) disseminator
- B) decisional
- C) leadership
- D) bargainer
- E) interpersonal

Answer: B

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

Difficulty: 2 Medium

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

60) Emma, the marketing manager, is constantly seeking information about her competition while looking online or speaking to people. Emma is playing the _____ role.

- A) liaison
- B) decisional
- C) resource allocator
- D) disseminator
- E) monitor

Answer: E

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

Difficulty: 2 Medium

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

61) Rochelle, the CEO of a Fortune 500 company, met with business leaders from the local community. Afterwards, she spent time informally answering their questions about the company. In answering these questions, which managerial role was Rochelle playing?

- A) consumerism resource allocator
- B) leadership figurehead
- C) monitor
- D) entrepreneur
- E) thought leader/visionary

Answer: B

Explanation: In your figurehead role, you may show visitors around your company. In general, you perform symbolic tasks that represent your organization.

Difficulty: 2 Medium

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

62) To maintain a competitive advantage, the top management of a national furniture store made the decision to increase employee training, add rewards that motivate employees, and look at improving procedures related to disciplining workers. These decisions are made by managers who play a _____ role.

- A) figurehead
- B) leadership
- C) liaison
- D) spokesperson
- E) negotiator

Answer: B

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

Difficulty: 2 Medium

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

63) Marquez, the hotel manager, knows that the number of guests at his hotel has significantly decreased. Therefore, corporate has made it clear that the amount each department can spend on certain items will need to be cut for the year. Marquez needs to work with the hotel department managers on how to cut costs, as a part of his role as

- A) monitor.
- B) disseminator.
- C) disturbance handler.
- D) entrepreneur.
- E) resource allocator.

Answer: E

Explanation: Because you'll never have enough time, money, and so on, you'll need to be a resource allocator as a manager, setting priorities about use of resources.

Difficulty: 2 Medium

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

64) The vice president of human resources for a national electronics retailer is meeting with employees of several stores to present information to workers that their stores are closing and how the company will help employees in the future. Here, the vice president of HR is playing a(n) _____ role.

- A) spokesperson
- B) liaison
- C) disseminator
- D) entrepreneur
- E) transition

Answer: C

Explanation: Workers complain they never know what's going on if a supervisor fails in the role of disseminator. Managers need to constantly disseminate important information to employees, such as via e-mail and meetings.

Difficulty: 2 Medium

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

65) Rosario, a department manager, has been dealing with two workers in her department who do NOT get along. Due to family problems for both employees, today they had a loud argument in the break room. Rosario is meeting with both to resolve the issues. Which managerial role is Rosario playing?

- A) monitor
- B) resource allocator
- C) disturbance handler
- D) negotiator
- E) spokesperson

Answer: C

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

Difficulty: 2 Medium

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

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

- A) spokesperson
- B) disseminator
- C) liaison
- D) entrepreneur
- E) figurehead

Answer: A

Explanation: You are expected, of course, to be a diplomat, to put the best face on the activities of your work unit or organization to people outside it. This is the informational role of spokesperson.

Difficulty: 2 Medium

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

67) One of the reasons Omega Distributors, a local manufacturing company, is considered a good place to work is that the managers encourage and reward their employees for developing new products and ways of improving existing products and services. In this example, Omega Distributors' managers are carrying out the _____ role.

- A) talent implementer
- B) developer
- C) entrepreneur
- D) visionary
- E) improvement

Answer: C

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

Difficulty: 2 Medium

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

68) Employers find that many college graduates have large gaps in _____, skills that employers are looking for.

- A) critical thinking, creativity, and evaluating information
- B) critical thinking, written communication, and evaluating information
- C) written communication, oral communication, and organizing information
- D) staying current on global events, oral communication, and critical thinking
- E) working in teams, written communication, and evaluating information

Answer: B

Explanation: The three largest gaps were in critical/analytical thinking, written communication, and locating, organizing, and evaluating information, skills that are very important to employers.

Difficulty: 2 Medium

Topic: Soft Skills

Learning Objective: 01-07: Define the knowledge, soft skills, attitudes, and other characteristics needed for career readiness and discuss how they can be developed.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

69) Hard skills or knowledge include

- A) the ability to obtain, interpret, and analyze information while creatively solving problems.
- B) skills that influence a group of people to achieve common goals.
- C) the willingness to accept developmental feedback.
- D) demonstrated openness, inclusiveness, and ability to interact with diverse people.
- E) the flexibility when confronted with change.

Answer: D

Explanation: Hard skills or knowledge include demonstrated openness, inclusiveness, and ability to interact with diverse people.

Difficulty: 2 Medium

Topic: Hard Skills

Learning Objective: 01-07: Define the knowledge, soft skills, attitudes, and other characteristics needed for career readiness and discuss how they can be developed.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

70) Which of the following would be considered soft skills?

- A) ability to obtain, interpret, and analyze information while creatively solving problems
- B) ability to work productively with constant direction
- C) willingness to accept developmental feedback
- D) demonstrated openness, inclusiveness, and ability to interact with diverse people
- E) flexibility when confronted with change

Answer: A

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

Difficulty: 2 Medium

Topic: Soft Skills

Learning Objective: 01-07: Define the knowledge, soft skills, attitudes, and other characteristics needed for career readiness and discuss how they can be developed.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

71) What reduces an employee's desire to quit?

- A) feelings of ownership
- B) responsibility
- C) resilience
- D) self-efficacy
- E) personal adaptability

Answer: A

Explanation: Feelings of ownership reduce employees' desire to quit.

Difficulty: 2 Medium

Topic: Perception

Learning Objective: 01-07: Define the knowledge, soft skills, attitudes, and other characteristics needed for career readiness and discuss how they can be developed.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

72) Research shows that _____ is a key trait of successful people.

- A) self-motivation
- B) cross-cultural competency
- C) emotional intelligence
- D) openness to change
- E) resilience

Answer: E

Explanation: Research shows that resilience is a key trait of successful people.

Difficulty: 1 Easy

Topic: Attitude

Learning Objective: 01-07: Define the knowledge, soft skills, attitudes, and other characteristics needed for career readiness and discuss how they can be developed.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

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

- A) because it demonstrates the importance of the KSAOs
- B) because it is up to you to shape your future
- C) because it is up to the future employer to offer you a job
- D) because it is up to the career counselor to give you good advice
- E) because it is part of your degree program

Answer: B

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

Difficulty: 2 Medium

Topic: Knowledge Management

Learning Objective: 01-08: Describe the process for managing your career readiness.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

74) After identifying the knowledge, skills, attitudes, and other characteristics that impact your current performance, what is the next step?

- A) Experiment with implementing a few small steps aimed at developing your KSAOs.
- B) Evaluate the results of your experimental small steps.
- C) Assess your willingness to change your KSAOs.
- D) Determine which concepts are relevant for developing your KSAOs.
- E) Find your purpose for selecting those KSAOs.

Answer: D

Explanation: The second step requires you to consider how you can use the material covered in the chapter to develop your targeted competencies.

Difficulty: 2 Medium

Topic: Knowledge Management

Learning Objective: 01-08: Describe the process for managing your career readiness.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

75) According to Robert Katz, which three skills do managers develop through education and experience?

- A) cognitive, people, technical
- B) monitoring, planning, leading
- C) planning, leading, conceptual
- D) technical, leading, planning
- E) technical, conceptual, human

Answer: E

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

Difficulty: 1 Easy

Topic: Knowledge Management

Learning Objective: 01-05: Discuss the skills of an outstanding manager.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

76) What do technical skills consist of?

- A) the ability to think analytically
- B) the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together
- C) job-specific knowledge needed to perform well in a specialized field
- D) the ability to work well in cooperation with other people to get things done
- E) the ability to think in a logical manner

Answer: C

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

Difficulty: 1 Easy

Topic: Hard Skills

Learning Objective: 01-05: Discuss the skills of an outstanding manager.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

77) Conceptual skills consist of the

- A) ability to think practically.
- B) ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together.
- C) job-specific knowledge needed to perform well in a specialized field.
- D) ability to work well in cooperation with other people to get things done.
- E) ability to think in a logical manner.

Answer: B

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

Difficulty: 1 Easy

Topic: Soft Skills

Learning Objective: 01-05: Discuss the skills of an outstanding manager.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

78) When Clay, a general manager of a national retailer, moved to a different store in his company that was having difficulty, he knew that sales were low and after talking to his employees, he found morale was also low. At first Clay thought attitudes were poor due to low sales, but after working closely with employees, he realized that the poor attitudes were actually the cause of poor sales. Clay was able to discover the cause of the problem by utilizing _____ skills.

- A) perceptive
- B) conceptual
- C) people
- D) soft
- E) technical

Answer: B

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

Difficulty: 2 Medium

Topic: Soft Skills

Learning Objective: 01-05: Discuss the skills of an outstanding manager.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

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

- A) people
- B) conceptual
- C) leadership
- D) financial
- E) technical

Answer: B

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

Difficulty: 2 Medium

Topic: Soft Skills

Learning Objective: 01-05: Discuss the skills of an outstanding manager.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

80) You are a senior manager at a large consumer goods company. The company president has noticed that recent college graduates and junior-level employees tend to gravitate toward you. They come to you for advice and ask for your opinion on important matters, even though you are not their direct supervisor. The president realizes that you are acting as a(n) _____ to junior employees.

- A) mentor
- B) client
- C) entrepreneur
- D) team leader
- E) middle manager

Answer: A

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

Difficulty: 2 Medium

Topic: Corporate Social Responsibility.; Managerial Roles

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

81) Honoria, the office manager, spends a large part of her day working closely with those whom she supervises to successfully accomplish the many tasks she is responsible for. She also works well with other departments to get things done. Which type of managerial skill is Honoria exhibiting?

- A) technical
- B) sales
- C) human
- D) partnership
- E) culture

Answer: C

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

Difficulty: 2 Medium

Topic: Management

Learning Objective: 01-05: Discuss the skills of an outstanding manager.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

82) _____ refer(s) to interpersonal or people skills needed for success at work.

- A) Technical skills
- B) Strategic planning
- C) Soft skills
- D) Training skills
- E) Planning and organizing skills

Answer: C

Explanation: Soft skills are defined as interpersonal or "people" skills needed for success at work.

Difficulty: 1 Easy

Topic: Soft Skills

Learning Objective: 01-07: Define the knowledge, soft skills, attitudes, and other characteristics needed for career readiness and discuss how they can be developed.

Bloom's: Remember

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

83) You have just taken a job as an entry-level manager for a company that provides rug-cleaning services. The company has a large national presence, with offices in 40 U.S. states. You know you are starting at the bottom of the management ladder, but you hope to grow and rise through the ranks to become a senior manager. What is your likely salary range when you first take the job?

- A) \$45,000–\$120,000
- B) \$35,000–\$60,000
- C) \$80,000–\$100,000
- D) \$14,000–\$20,000
- E) \$26,000–\$29,000

Answer: B

Explanation: Managers' salaries are generally higher compared with most workers. At the lower rungs, managers may make between \$35,000 and \$60,000 a year. In the middle levels, between \$50,000 and \$135,000.

Difficulty: 2 Medium

Topic: Corporate Social Responsibility.; Management

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

84) You work as the sales manager for a company that sells paper supplies to businesses of all sizes. Because the profit margins are razor-thin, you need to ensure that you are getting the very best prices on all paper supplies from the manufacturers. When reviewing the quarterly profit statement, you realize that your costs are higher than they should be, and you trace the higher costs back to an employee who has been lax about getting competitive bids to ensure the lowest prices. When you conduct your research to determine the reason for the higher costs, and take action to bring those costs back down, in which of the key management processes are you taking part?

- A) planning
- B) organizing
- C) leading
- D) controlling
- E) mentoring

Answer: D

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

Difficulty: 2 Medium

Topic: Management; Managerial Roles

Learning Objective: 01-02: List the four principle functions of a manager.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

85) In medium- and large-sized cities, such as Cincinnati, Indianapolis, Chicago, and New York, many residents have been getting rid of their cars. Keeping a car in a city can be very expensive and quite a hassle due to a lack of parking and strong parking regulations that lead to expensive tickets for even minor parking infringements. Residents have learned that they can join services, such as ZipCar, that allow them to "borrow" cars from a fleet when they need them. They pay a monthly fee for the service, and they use an online application to "reserve" a car for when they need it. All of the hassle is gone; the car is ready for them when they need it; and parking is always guaranteed. ZipCar and other companies like it are examples of

- A) the sharing economy.
- B) the information society.
- C) intrapreneurship.
- D) an internal locus of control.
- E) a start-up.

Answer: A

Explanation: The sharing economy, also known as collaborative or peer-to-peer marketplaces, allows people to share items rather than own them individually, thus saving quite a bit of money. For example, those who use Airbnb to rent a place to stay often pay much less than they would pay for a hotel room.

Difficulty: 2 Medium

Topic: Competitive Advantage

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

86) Which of the following is an example of a disruptive innovation?

- A) Apple begins selling its up-market iMac computer, and then it introduces an even more expensive version of the computer with a new screen designed for top-quality display.
- B) A small pizza parlor located in the parking lot of a gas station becomes so popular that it takes over a large building and takes most of the customers that used to patronize the local Dominos and Pizza Hut.
- C) Amazon announces that it will begin offering electronic books for lower prices on its electronic Kindle reading device.
- D) An upscale department store, such as Neiman Marcus, decides to add a free personal shopping service for all customers who spend a minimum of \$10,000 per year at the store.
- E) A manufacturer of scales decides to change the basic design of its product so that the readout of a person's weight is presented digitally, in large glowing numbers that are easy to read.

Answer: B

Explanation: Disruptive innovation is a process in which a product or service takes root initially in simple applications at the bottom of the market and then relentlessly moves up the market, eventually displacing established competitors.

Difficulty: 2 Medium

Topic: Disruptive Innovation

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

87) Comics for All is a small publisher that specializes in publishing comics and anime. Mostly Comics for All does not maintain an office. Rather, its four employees work from their homes. One lives in Los Angeles, one lives in Philadelphia, one lives in Miami, and one lives in Atlanta, Oregon. The staff collaborate using Skype, Google Hangouts, WebEx, phone conference calls, and other business applications that allow them to meet in real time. Comics for All is an example of

- A) Big Data at work.
- B) E-commerce.
- C) sustainability in action.
- D) a virtual organization.
- E) intrapreneurship.

Answer: D

Explanation: With computers and telecommunications technology, organizations and teams become "virtual"; they are no longer as bound by time zones and locations. Employees, for instance, may telecommute, or work from home or remote locations using a variety of information technologies.

Difficulty: 2 Medium

Topic: Technology; Virtual Office

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

88) Which of the following jobs in a high-tech company would be considered a "high-touch job"?

- A) traveling sales reps who meet with the owners or managers of electronics stores
- B) the bookkeepers who work in the company's accounts payable department
- C) the building's maintenance managers, who make sure the physical plant remains in good working order
- D) the warehouse staff who fulfill customers' orders
- E) the web designer who designs and continuously updates the company's website

Answer: A

Explanation: Middle managers are critical for organizational success because they implement the strategic plans created by CEOs and top managers. In other words, these managers have the type of "high-touch" jobs—dealing with people rather than computer screens or voice-response systems—that can directly affect employees, customers, and suppliers.

Difficulty: 2 Medium

Topic: Middle-Level Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

89) Ben learns that the company was going to be laying off several employees over the next several months. He knew that the rumor mill was going to start, and he wanted to head off misinformation and get ahead of the curve. Which of the following options should he take?

- A) Meet with the individuals that would most likely be laid off.
- B) E-mail the employees who seem to start most of the rumors.
- C) Post an announcement in the breakroom for all to see.
- D) Call an all staff meeting and give everyone the news at once.
- E) Walk to every cubicle and speak directly to each staff person individually.

Answer: D

Explanation: The most important part of a manager's job, Mintzberg believed, is information handling, because accurate information is vital for making intelligent decisions. In their three informational roles—as monitor, disseminator, and spokesperson—managers receive and communicate information with other people inside and outside the organization.

Difficulty: 2 Medium

Topic: Communication

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

90) Which is better: mindfulness or multitasking?

- A) Multitasking is better because you can do many things at once.
- B) Mindfulness is better because you are focusing on one thing until it is completed.
- C) Mindfulness is better because you can do many things at one time.
- D) Multitasking is better because you are prioritizing tasks and doing them in order.
- E) Multitasking is better because it allows you to spread your attention across many different tasks.

Answer: B

Explanation: Mindfulness is learning how to focus just on the task or conversation at hand and is actually an invaluable way to get *more* done. By focusing on one thing at a time, you can complete it fully, put it behind you, and be ready to move on unencumbered by distracting thoughts. Multitasking, on the other hand, divides the mind's attention and actually slows work down.

Difficulty: 2 Medium

Topic: Management

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

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

- A) skills, attributes, and references
- B) knowledge, degree, and motivation
- C) knowledge, skills, and degree
- D) knowledge, skills and attributes
- E) motivation, skills, and self-awareness

Answer: D

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

Difficulty: 2 Medium

Topic: Core Competency

Learning Objective: 01-07: Define the knowledge, soft skills, attitudes, and other characteristics needed for career readiness and discuss how they can be developed.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

92) Darla is an experienced plant manager. She has been assigned to help a struggling plant meet its target goals. On her first day she asks for the organizational chart and the last month's productivity reports. What would Darla do with those two documents?

- A) She might move managers into other areas to test their knowledge.
- B) She might order more materials and hire additional staff.
- C) She might reorganize the management team and rethink the work processes.
- D) She might lay-off line workers to save money and add managers to the line.
- E) She might suggest to upper management that the plant needs to close.

Answer: C

Explanation: Note the words efficiently and effectively, which basically mean "doing things right." Efficiency—the means. Efficiency is the means of attaining the organization's goals. To be efficient means to use resources—people, money, raw materials, and the like—wisely and cost-effectively. Effectiveness—the ends. Effectiveness regards the organization's ends, the goals. To be effective means to achieve results, to make the right decisions, and to successfully carry them out so that they achieve the organization's goals. Good managers are concerned with trying to achieve both qualities.

Difficulty: 3 Hard

Topic: Management

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

93) The management team at Imagine Advertising is trying to land a new client. Carla, the CEO, has set targets for how much the contract needs to be and has delegated out the tasks. Dominic and Stella are sent out to meet with the client. In the past, they have been successful at helping clients see the big picture and how their advertising team can help the client realize their goals. What principal function do Dominic and Stella possess?

- A) controlling
- B) leading
- C) planning
- D) organizing
- E) motivating

Answer: B

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

Difficulty: 3 Hard

Topic: Leading

Learning Objective: 01-02: List the four principle functions of a manager.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

94) Sanjay is the top executive at a hospital. He is known for being the first person at work in the mornings and the last to leave. Some even say that he seems to live there. He is always accessible by phone, even when on vacation. Last year, he worked meetings to be standing meetings that lasted only 15 minutes. Using Mintzberg's findings, how would you characterize Sanjay?

- A) a manager who relies more on written communication than verbal
- B) a manager who works long hours at an intense pace
- C) a manager who relies more on verbal than written communication
- D) a manager whose work is characterized by fragmentation, brevity and variety
- E) a manager who is mindful and focused

Answer: D

Explanation: A Manager's Work Is Characterized by Fragmentation, Brevity, and Variety. Only about a 10th of the managerial activities observed by Mintzberg took more than an hour; about half were completed in less than 9 minutes. Phone calls averaged 6 minutes, informal meetings 10 minutes, and desk-work sessions 15 minutes. "When free time appeared," wrote Mintzberg, "ever-present subordinates quickly usurped it."

Difficulty: 3 Hard

Topic: Management

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

95) Julia wanted to test out a new product for her company. She scheduled several small group lunches and learns with internal staff and then a few town hall meetings with external clients and the community. She wanted to make sure that product would meet the needs of the consumers, but also would be a product that the staff would be excited to produce. Because Julia chose to seek input from others, what type of managerial role do you think she prefers to play?

- A) informational
- B) interpersonal
- C) liaison
- D) decisional
- E) negotiator

Answer: A

Explanation: Informational Roles—Monitor, Disseminator, and Spokesperson. The most important part of a manager's job, Mintzberg believed, is information handling, because accurate information is vital for making intelligent decisions. In their three informational roles—as monitor, disseminator, and spokesperson—managers receive and communicate information with other people inside and outside the organization.

Difficulty: 3 Hard

Topic: Managerial Roles

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

96) What is efficiency? What is effectiveness? Imagine you manage a local gas station. Which criteria might you use to determine your efficiency as a manager? Which criteria might you use to determine your effectiveness?

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

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

Because efficiency means using resources wisely and cost-effectively, a manager might appraise his efficiency on how much time it takes to fill up a car (for example, does the gas pump allow for a person to fill up quickly, making it easy to get more people through the lines?), how well he negotiates with vendors (for example, by getting the best possible prices on the different gasses), and how well he manages his staff (which might be measured by turnover or number of sick days taken).

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

Difficulty: 2 Medium

Topic: Management

Learning Objective: 01-01: Identify the rewards of being an exceptional manager.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

97) Suppose you are the dean of the business school at your college or university. In addition to your academic duties, you must manage your department. Discuss some ways you might meet the challenges of managing information technology for students and faculty.

Answer: The challenges of managing for information technology, not to mention other technologies affecting contemporary business, require a manager's unflagging attention. Most important is the Internet, the global network of independently operating but interconnected computers, linking hundreds of thousands of smaller networks around the world. Today's faculty and students all have computers that are linked to the Internet (or have access to such computers in libraries and other facilities). Students now live in a "linked" world and want part of their educational experience to be electronic. As a manager, you must manage technology to meet your customers' (students') demands while also managing the quality of the education you deliver.

E-commerce, or electronic commerce—the buying and selling of goods or services over computer networks—has reshaped entire industries and revamped the very notion of what a company is. Information technology has led to the growth of e-business, using the Internet to facilitate every aspect of running a business. Today's students want access to an online course registration system; some of them also want access to electronic textbooks rather than printed textbooks. As a department chair you might work with your college's IT department to ensure that students can sign up for courses from any computer linked to the Internet.

Managers must also manage e-communication. Using mobile devices such as smartphones and tablets, 21st century managers need to become masters of electronic communication, able to create powerful messages, motivate, and lead teams of specialists all over the world. They must harness the power of texting and social media while ensuring that employees do not waste their time on electronic activities that do not further business goals. For example, employees can lose valuable time and productivity when dealing with excessive and unimportant e-mail and text messages, leading to increased conflict and stress. As department chair, you will want to encourage (electronic) communication among faculty and students while making sure that students pay attention in class and are not distracted by time-wasting social media that does not contribute to their education or college experience. If you have faculty who are technologically behind the times, you will need to arrange for training so that they can teach effectively in today's electronic environment.

Today's managers are faced with ever-increasing amounts of data. Cloud computing and huge, interconnected databases can assemble astonishing quantities of information and make them available instantaneously. Contemporary managers are working in the era of "Big Data," stores of data so vast that conventional database management systems cannot handle them. Managers must mine data to uncover opportunities and to make the right decisions for the business. They must also protect against violating people's right to privacy. If your department uses course management software, such as Canvas or BlackBoard, you and your department faculty can mine data to determine the topics that students have the most difficulty understanding or the courses they find the most difficult to pass.

The rise of artificial intelligence has led to more automation in the workforce. Artificial intelligence (AI) is the discipline concerned with creating computer systems that simulate human reasoning and sensation.

While AI is still in its infancy, it is likely that it will lead to job losses. Managers must consider the implications of AI for staffing, training, and professional development (for both themselves and their employees). Already some schools have begun to replace traditional instruction with computerized, remedial instruction. For example, in a business communication course, students may focus on different types of business documents in class but get up to speed with grammar and punctuation through online tutorials that they complete on their own time.

Technology is also leading to organizational changes: shifts in structure, jobs, goals, and management. Managers must manage in an era where telecommuting and videoconferencing have become common. Today's students demand online courses; as a department chair, you will need to determine the best way to offer these courses.

Today's managers can use project management software (programs for planning and scheduling the people, costs, and resources to complete a project on time) and collaborative computing to help people work together better. All such forms of interaction will require managers and employees to be more flexible, and to implement systems and practices to increase the sharing of knowledge and information throughout an organization. Most colleges have an intranet that allows faculty and staff to communicate about important issues.

Difficulty: 2 Medium

Topic: Management

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

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

Answer: Mintzberg identified three important roles played by managers:

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

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

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

Difficulty: 2 Medium

Topic: Effectiveness

Learning Objective: 01-04: Identify the roles an effective manager must play.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

99) Explain how companies like Airbnb and Uber are changing the way that companies are doing business.

Answer: Airbnb and Uber represent examples of the *sharing economy*, also known as collaborative or peer-to-peer marketplaces, a technological variation on past behavior. What is different about today's sharing economy is that ordinary people can now take advantage of the Internet and widespread use of credit cards to effectively turn their homes into hotel rooms and their cars into taxis.

Airbnb and Uber are examples of *disruptive innovations*, a process in which a product or service first takes root in simple applications at the bottom of the market and then relentlessly moves up market, eventually displacing established competitors. The notion of "disruptive innovation" by computer technology is a far-reaching development in the ongoing struggle of organizations to stay ahead of rivals by maintaining competitive advantage. Airbnb is challenging the hotel market and Uber is challenging the taxi market.

Difficulty: 2 Medium

Topic: Innovation

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

100) This question has two parts; be sure to answer each.

First, describe the three principal skills that good managers need to have.

Second, suppose you are the managing editor of a local newspaper, and give an example of each skill that you might use daily while performing your job.

Answer: Good managers need to work on developing three principal skills. The first is *technical skills*, which consist of job-specific knowledge needed to perform well in a specialized field. The managing editor of a newspaper needs to understand journalism—what makes a good story—as well as the process of having a newspaper laid out, printed, and delivered on tight schedules.

The second is *conceptual skills*, or the ability to think analytically. The managing editor of the newspaper needs to think about the newspaper's readership and how the paper can increase both circulation and ad revenue.

The third is *human skills*, or the ability to interact well with people. The managing editor needs to get the best out of his reporters, copyeditors, and other staff members.

Difficulty: 2 Medium

Topic: Management

Learning Objective: 01-05: Discuss the skills of an outstanding manager.

Bloom's: Apply

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

101) List and describe the four levels of management, including the job responsibilities for someone at each level. For each level of management, discuss some of the activities that would be performed by the managers of a U.S.-based party-favor store.

Answer: Managers may be classified into four levels: top, middle, first-line, and team leaders. (Answers will vary regarding the tasks performed by the managers at the U.S.-based party-favor company.)

Top managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it. They need to pay a great deal of attention to the environment outside the organization, being alert for long-run opportunities and problems and devising strategies for dealing with them. Thus, executives at this level must be future oriented, dealing with uncertain, highly competitive conditions. The top managers at the party-favor company will need to be on the lookout for competition from abroad; it may be the case that competing companies in other countries can produce party favors at a much lower cost, thereby gaining a price advantage over the U.S. company. Top managers may need to look into outsourcing and other cost-saving measures in order to remain competitive.

Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. At the party-favor company, a middle manager might meet with a top manager and receive the following goal: "Enter the wedding-favor market, achieving market penetration of 10 percent by the end of the fiscal year." The middle manager implements this goal by working with first-line managers to define the tasks that will achieve this goal, as well as managing the progress in reaching that goal.

Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of nonmanagerial personnel. A first-line manager on the shop floor might oversee the installation of new equipment to create wedding favors, arrange for the employees to receive training on the new equipment, and then monitor the output to make sure that costs are controlled and the wedding favors are of high quality.

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

Difficulty: 2 Medium

Topic: Middle-Level Management; Top-Level Management

Learning Objective: 01-03: Describe the levels and areas of management.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

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

Answer:

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

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

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

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

Difficulty: 2 Medium

Topic: Organizing; Controlling; Leading; Planning

Learning Objective: 01-02: List the four principle functions of a manager.

Bloom's: Apply

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

103) This question has two parts; be sure to answer each.

First, describe the challenges of managing for ethical standards.

Second, suppose you manage a restaurant that works on extremely tight profit margins. You are examining the pantry and you realize that many of the food products have expired. The chances that someone will get sick from consuming the products are slim, and if you discard all of the expired foods you can kiss your profit goodbye this month. What should you do?

Answer: With the pressure to meet sales, production, and other targets, managers can find themselves confronting ethical dilemmas. Ethical behavior is not just a nicety; it is a very important part of doing business, regardless of the size of the organization or the product or service it sells. Business crime is not perpetrated just by respectable-looking people wearing suits.

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

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

Difficulty: 2 Medium

Topic: Management

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

104) Describe the challenges of managing for globalization. Suppose you manage a small deli in a large city with a diverse immigrant population. What are some of the challenges you might face in managing for globalization, and how would you rise to the challenges?

Answer: Verbal expressions and gestures don't have the same meaning to everyone throughout the world. Not understanding such differences can affect how well organizations manage globally.

Answers regarding the globalization challenges of managing an urban deli will vary, but here is a possible response:

To be effective, the manager of a small urban deli would likely run a demographic analysis of the neighborhood in which the deli is located. If it turns out, for example, that the neighborhood is home to a large Dominican and Haitian population, the manager might want to make sure that she offers menu items that are "comfort food" for Dominicans and Haitians. She will want the deli to be as welcoming as possible, and the décor should reflect that; perhaps she might even place decals of the Haitian and Dominican flags on the door, or place a blackboard on the sidewalk listing the day's Haitian or Dominican specials. It would also make good business sense for the manager to hire staff who reflect the diverse population of the neighborhood, to make sure that all are welcome. If she hires staff who are originally from Haiti or the Dominican Republic, she might ask for their advice on the best ways to attract customers, including not only the right things to say, but also possible pitfalls she should watch out for.

Difficulty: 2 Medium

Topic: Management

Learning Objective: 01-06: Identify the seven challenges faced by most managers.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

105) Describe your career readiness. Be sure to include any skill gaps and plans to decrease those gaps.

Answer: Answers will vary but one example is below.

The three largest gaps were in critical/analytical thinking, written communication, and locating, organizing, and evaluating information, skills that are very important to employers. Other studies have similarly demonstrated that employers see a major skills gap in college students' interpersonal skills.

You'll want to close these gaps for three reasons:

1. **To get a job and earn more money.** Today's jobs require greater interpersonal or soft skills, and employers are willing to pay higher salaries to those possessing them.
2. **To impress employers with your self-awareness.** Companies prefer to hire people with realistic perceptions of their own strengths and weaknesses. This underscores the need to obtain information about your strengths and weaknesses throughout your career.
3. **To create your own motivation to learn.** Studies of human behavior reveal that people won't spend time on personal development unless they feel the need. Overinflated perceptions of career readiness will not motivate you to develop the attributes that enhance that readiness. You need to motivate yourself to learn and develop.

Difficulty: 2 Medium

Topic: Hard Skills; Soft Skills

Learning Objective: 01-07: Define the knowledge, soft skills, attitudes, and other characteristics needed for career readiness and discuss how they can be developed.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

106) Discuss what is meant by career readiness.

Answer: Being career-ready is a lifelong process requiring you to continually learn and develop in response to changes in organizational needs and skill requirements. It is not a one-time event that stops after graduation. Four key categories of competent fuel career readiness: knowledge, soft skills, attitudes, and other characteristics.

Skills in the knowledge category, generally referred to as "hard skills," encompass the basic knowledge employers expect you to possess. They develop from your ability to apply academic and practical knowledge while performing the job. Your grade point average is one way to assess your current level of this type of knowledge. Other types of knowledge desired by employers include information technology application, cross-cultural awareness, computational thinking, understanding the business, and new media literacy.

Soft skills are interpersonal or "people" skills needed for success at work. These are not knowledge or technical skills. Soft skills are becoming increasingly important as companies outsource and automate routine tasks.

Attitudes are beliefs and feelings directed toward *specific* objects, people, or events. More formally, an attitude is defined as a learned predisposition toward a given object. People perceive our attitudes by observing what we do and say. For example, taking ownership or responsibility is a key attitude preferred by recruiters. It reflects the extent to which a person accepts responsibility for his or her actions.

Other characteristics contain a host of personal characteristics that prompt positive impressions among others and help you effectively adapt to personal and work-related changes. Consider professionalism/work ethic and resilience.

Difficulty: 2 Medium

Topic: Hard Skills; Soft Skills; Core Competency

Learning Objective: 01-07: Define the knowledge, soft skills, attitudes, and other characteristics needed for career readiness and discuss how they can be developed.

Bloom's: Understand

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

107) What process will you use to develop your career readiness?

Answer: Answers will vary but should include some or all of the steps below.

The text classifies the many ways to develop career readiness into six categories: (1) *build self-awareness*, (2) *learn from educational activities*, (3) *model others possessing the desired competencies*, (4) *learn from on-the-job-activities*, (5) *seek experience from student groups and organizations*, and (6) *experiment*.

1. Build Self-Awareness. There are two ways to gather the data or information you need to make an accurate evaluation of your strengths and developmental opportunities.

- Ask for honest, targeted feedback from fellow students, coworkers, managers, teachers, and family. Find people you trust. Take validated self-assessment surveys.

2. Learn from Educational Activities. To continue the lifelong process of learning, you need a proactive learning orientation, the desire to learn and improve your knowledge, soft skills, and other characteristics in pursuit of personal development. This orientation allows you to improve your chances of learning new skills by means of the following:

- Taking courses at your university or attending training seminars that focus on the competencies you need, such as time management or communication.
- Watching training videos and documentaries.
- Reading books, magazines, and research articles in pursuit of developmental ideas. This textbook is a good source. You can also consult the references cited in this book to find more detailed information about a variety of topics.
- Search the Internet or Amazon for relevant source materials from reputable sources.

3. Model others possessing the targeted competencies. To learn from others around you, you can:

- Identify role models or mentors who possess the skills or traits you need and then interview them. Try to learn how they execute their competencies.
- Observe people who possess the targeted competency and learn from their behavior.
- Try out new behaviors and then discuss your results with a mentor, coach, or colleague.

4. Learn from on-the-job activities. Steps you can take include the following:

- Seeking new assignments that require you to use one of your targeted competencies.
- Representing a member of management at a meeting or business function.
- Serving as a coach to another employee.
- Asking to serve as a team leader or project manager.
- Making presentations and facilitate meetings.
- Volunteering for special projects or committees.
- Transferring to another job to obtain new skills and experience.

5. Seek Experience from Student Groups and Organizations. The following activities are useful:

- Join student groups and seek leadership positions.
- Join and network at student organizations such as Toastmasters.
- Volunteer at organizations where you can practice your developing skills.
- Enroll in internships, research projects, service learning opportunities, or co-ops. Internships generally last one semester or summer and can be paid or unpaid. Co-ops are paid full-time jobs that typically last 3 to 12 months.
- Make presentations to professional or civic organizations.
- Volunteer in religious, civic, or community organizations

6. Experiment. Developing soft skills requires you to put new knowledge or information to use. Try these ideas:

- Identify new behaviors you want to master and then practice them. For example, if you want to increase your leadership skills, volunteer to facilitate your next team meeting at school or work.
- Keep a career journal. Record the details of your developmental efforts and learn from both success and missteps. Collect stories about your strengths and improvements you've made and then use them during job interviews.

Difficulty: 2 Medium

Topic: Hard Skills; Soft Skills; Core Competency

Learning Objective: 01-07: Define the knowledge, soft skills, attitudes, and other characteristics needed for career readiness and discuss how they can be developed.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

108) Describe the process you will use to manage your career readiness.

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

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

The first step entails examining the list of knowledge, skills, attitudes, and other characteristics (KSAOs) and picking two or three that impact your current performance at school, work, or extracurricular activities. You then need to assess your skill level for these competencies.

The second step requires you to consider how to develop your targeted competencies. For example, do your targeted KSAOs at this point relate to any of the four functions of management: planning, organizing, leading, or control? If yes, reflect on what you learned regarding the functions of management and consider how you can apply ideas, concepts, or suggestions that were discussed.

The third step involves experimenting with small steps aimed at developing your targeted KSAOs. The final step is to evaluate what happened during your small-step experiments. This entails reflecting on what went right and wrong. Remember, you can learn as much from failure as success.

Willingness is at the center of developing your career readiness. This reinforces the point that it's up to you to shape and direct your future.

Difficulty: 2 Medium

Topic: Hard Skills; Soft Skills; Core Competency

Learning Objective: 01-08: Describe the process for managing your career readiness.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation