

Student name: _____

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

1) Technological change is one of the ongoing challenges that characterize the current business landscape.

- ☐ true
- ☐ false

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

- ☐ true
- ☐ false

3) Globalization has reduced the need for innovation by equalizing production costs.

- ☐ true
- ☐ false

4) Done properly, sustainability encourages people to live in ways that can be maintained for a short period without

harming environmental resources.

- ☐ true
- ☐ false

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

- ☐ true
- ☐ false

6) The need for interpersonal and communication skills fades as a manager moves from the lower levels of an

- Ⓐ true
- Ⓑ false

organization into the upper management arena.

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

- Ⓐ true
- Ⓑ false

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

8) Gordon, a procurement manager, is surprised to learn that the parts that he has ordered from a small local supplier are delayed. He immediately calls the supplier, and the supplier admits that his shop is overbooked with orders—not only from Gordon’s business but also from new customers in

- A) globalization.
- B) technological change.
- C) the importance of knowledge and ideas.
- D) collaboration across organizational boundaries.

China. As Gordon realizes that his small U.S.-based business is competing for shop space with companies in China, he faces the management challenge involved with

E) an increasingly diverse labor force.

9) Which of the following types of companies are affected by globalization?

- A) primarily large companies
- B) primarily small companies
- C) both large and small companies
- D) only companies with overseas factories

E) only companies with immigrant workers

10) Command Systems, Inc., a large federal

defense contractor, is updating its automated contracting/ordering system. Harris Johnson, CEO of Logistical Supplies, Inc., told his Chief Information Officer, “Dennis, you must lead an effort to re-engineer our computer infrastructure to remain compatible with that of Command Systems. This will be a complex effort but, if we can get this done before our competitors can, we will pick up a lot of new

- A) planning
- B) technological change
- C) emotional intelligence

11) Knowledge management concerns developing which of the following resources of an organization?

- A) its members’ expertise, skills, wisdom, and relations
- B) its loyal customer base
- C) its property, such as factories and administrative buildings

12) What is Web 2.0?

- A) social networking sites that allow users to publish and share information
- B) an advanced type of search engine that disregards most unusable data
- C) a type of Internet platform that displays information but does not have interactivity
- D) a program that allows businesses to sell

business worldwide. That’s the nature of _____ — it complicates things and creates opportunities.”

- D) social capital
- E) controlling

- D) its store of both resources and manufactured goods
- E) its equipment, such as vehicles, tools, and machines

- merchandise on the Internet more securely
- E) a new form of web-based video communications technology

- A) Web 2.0
- B) Competitive advantage
- C) Cost competitiveness

- D) Knowledge management
- E) Quality

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

- A) Allie, a bookkeeper, has an idea for keeping more efficient records of outstanding invoices, and she clears the idea with her accounting manager before implementation.
- B) While working out in the company gym, Jamal comes up with an idea that might help his team member Ursula with the ad campaign she is working on.
- C) Before deciding on the trim size of the book his editorial team is producing, Hector asks the shipping department how the various choices will affect packing costs.
- D) Mei stays late to stuff an important mailing in

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

- E) After listening to the complaints of the other technicians in the IT Department, Gregor devises a standard form for company employees to use for service requests.

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

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

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

C) hiring someone to design and launch an Aquarius Café phone app

D) sending out a monthly email newsletter with discount codes and coupons

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

16) Which of the following is one of the ongoing challenges that characterize the current business landscape?

A) uniformity of offerings

B) technological change

C) quality

D) cost competitiveness

E) speed

17) The change from a local to a global marketplace is

A) irrelevant to today's business environment.

B) irreversible.

C) not necessary to remain competitive.

D) slowing down.

E) eliminating business challenges.

18) Which of the following is true of globalization?

A) The pace of change is slowing down.

B) Only large companies are affected by globalization.

C) Globalization is decreasing competition among companies.

D) A company's talent can come from anywhere.

E) The global marketplace is stable and unchanging.

19) Which of the following statements is true about the Internet?

- A) It has reduced threats to most businesses.
- B) It drives down costs.
- C) It does not influence globalization.

- D) It slows down globalization.
- E) It slows down decision making.

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

- A) knowledge
- B) scientific

- C) project
- D) service
- E) quality

21) Which of the following statements is true of collaboration?

- A) Collaboration occurs only within the boundaries of an organization.
- B) A sole focus on unit performance spurs collaboration.
- C) It is unrealistic to think that a company can collaborate with its customers.

- D) Companies should capitalize on ideas generated within the organization alone.
- E) Collaboration is an important process of knowledge management.

22) During an intense six-month contract negotiation, Jonas developed a strong working relationship with his client, Rob. Because of their professional bonding, Jonas and Rob were able to openly explore and constructively hammer out agreements on very tough contract issues. The resulting

contract was far superior to what either Jonas or Rob might have hoped for six months earlier and was a good example of

- A) globalization.
- B) technological change.
- C) knowledge management.

- D) collaboration

across boundaries.

E) cost competitiveness.

23) Maureen has an ice cream shop in Washington, DC. One thing that attracts busy people to her shop is that she has perfected a way to make milkshakes and sundaes in half the time her competitors take. Which fundamental driver of

- A) knowledge
- B) quality
- C) cost competitiveness

success has Maureen emphasized?

- D) speed
- E) sustainability

24) Which of the following is an example of innovation?

- A) A company redecorates its stores to look up to date.
- B) A company charges fees for late returns of rentals.
- C) A company lowers the price of its traditional product.

D) A company invents a new way to deliver digital content.

E) A company reduces its staff to cut operating costs.

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

- A) total quality
- B) cost competitiveness

- C) sustainability
- D) innovation
- E) efficiency

26) Which of the following economic sectors has become increasingly important to the U.S. economy?

- A) agriculture
- B) manufacturing

- C) fishing
- D) service
- E) forestry

27) Which of the following involves keeping costs low enough so that a company can realize profits while pricing its

- A) total quality
- B) cost competitiveness

products at levels that are attractive to consumers?

- C) sustainability
- D) innovation
- E) efficiency

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

- A) Retailers have more shipping options than before.
- B) Advertising has become less effective because of online ads.
- C) Consumers have more information about production processes.

D) Producers have more information about what competitors are doing.

E) Consumers can more easily compare prices online.

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

- A) most profit.
- B) long term.

- C) individual.
- D) wealthy.
- E) present.

30) _____ is the introduction of new goods and services.

- A) Collaboration
- B) Efficiency

- C) Innovation
- D) Adaptation
- E) Introspection

31) _____ is defined as the excellence of a product.

- A) Innovation
- B) Quality

- C) Demand
- D) Value
- E) Reliability

32) Which of the following is true of services?

- A) They include intangible products like medical care.
- B) They include manufacturing high-quality goods.
- C) They focus on establishing short-term relationships.

D) Jobs based on services have been declining in recent years.

E) Insurance and haircuts are examples of tangible products.

33) Bill's department has been introducing new goods and services on a rapid-fire basis over the past two years. However, business is down, largely because customer feedback on the usefulness, reliability, and durability of the new goods and services is negative. Bill's division manager, Anne, reviews the situation. Anne concludes that the

innovation of Bill's department is good; however, _____ is poor.

- A) responsiveness
- B) quality
- C) marketing

D) speed

E) cost competitiveness

34) Cost competitiveness involves

- A) sacrificing quality to keep costs low.
- B) increasing prices to boost profits.
- C) pricing products at a level attractive to consumers.

D) managing costs by being effective.

E) offering high-quality products at higher prices.

35) Sustainability is defined as the

- A) fast and timely execution, response, and delivery of results.
- B) speed and dependability with which an organization delivers what customers want.
- C) introduction of new goods and services into the market.
- D) effort to minimize the use of resources, especially

those that are polluting and nonrenewable.

E) minimization of costs to achieve profits and be able to offer prices that are attractive to consumers.

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

- A) sustainability
- B) total quality
- C) innovation

D) collaboration
E) cost competitiveness

37) Which of the following statements is true of the sources of competitive advantage?

- A) The best companies choose one source of competitive advantage and perfect it.
- B) When companies improve one source of competitive advantage, others suffer.
- C) It is possible to improve quality and also enhance speed.
- D) Trade-offs do not occur among the six sources of

competitive advantage.

E) It is possible to improve more than one source, but they should be tackled one at a time.

38) Tommy, engineering manager at APC Systems, Inc., is struggling to maintain a competitive advantage in APC's marketplace. He wants to hire and retain the

best staff that he can, but the best staff command high salaries. Tommy knows that high staff salaries, representing a business cost, erode his company's profitability. But he also knows that he cannot simply pass along these higher costs to his clients, because they will then start doing less business

- A) to collaborate.
- B) to be technologically innovative.
- C) to provide quality service.

39) The CEO said, "Every six months or so, my senior management team and I meet to discuss the goals that will be achieved over the next year, three years, and beyond. We then make sure we are clear on who will take responsibility to see that appropriate actions are undertaken to achieve our goals

- A) planning.
- B) organizing.
- C) leading.

40) Raj manages a team of six professionals in a health care company. His subordinates have a wide variety of experiences and skill sets. In effectively _____ his team, Raj regularly seeks to inspire his subordinates to draw upon

- A) planning
- B) organizing

with higher-priced APC and more business with APC's lower-priced competitors. Tommy is struggling

- D) to be cost competitive.
- E) to achieve zero defects.

within the time frame we set." The CEO is describing the management function of

- D) controlling.
- E) decision making.

their various backgrounds in ways never needed or dreamed of in the past.

- C) leading
- D) controlling
- E) innovating

41) Coolwear Inc. is a new brand of organic clothing recently introduced throughout the world. The company is

unique in that it has collaborated with its suppliers and potential customers to bring the clothing to market. The concept has been a huge success. Yao and Gita, Labyrinth's founders, have always focused on being efficient managers. What is the best advice you should give them, given the quick

- A) Efficiency is the only key to their continued success.
- B) Now it is time for them to consider only effectiveness, since they clearly have efficiency under control and this is not likely to change in the future.
- C) To continue their success, they should maintain a clear focus on both effectiveness and efficiency, especially while their company is experiencing such a high growth in sales.
- D) They should maintain the status quo without

42) Which of the following statements about managers is true?

- A) It is more important for managers to be efficient than to be effective.
- B) It is more important for managers to be effective than to be efficient.
- C) Low-level managers should be efficient, while high-level managers should be effective.
- D) Low-level managers should be effective, while

43) "Recently, I looked at how to define jobs and group jobs together to most efficiently utilize the employees in those jobs," said Hector Pena, CEO of 3XMetals Industries, Inc. "And now I need to assign people—managers—to be

- A) planning.
- B) organizing.
- C) leading.

success they have had with Coolwear?

implementing any changes to continue making quick sales.

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

high-level managers should be efficient.

- E) The best managers maintain a clear focus on both effectiveness and efficiency.

responsible for the various job groupings." The CEO is describing the management function of

- D) controlling.
- E) decision making.

44) In the future, _____ business organizations will be the most effective.

- A) hierarchical
- B) closed

- C) flexible
- D) bureaucratic
- E) traditional

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

- A) customer satisfaction.
- B) shareholder profits.
- C) customer retention.

- D) employee turnover.
- E) resource utilization.

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

- A) planning
- B) contracting

- C) outsourcing
- D) distributing
- E) innovating

47) Debra and her top managers are choosing the goals that Debra's company should achieve and deciding in advance the appropriate actions needed to achieve those goals. What are they doing?

- A) staffing
- B) forecasting

- C) organizing
- D) planning
- E) reporting

48) Planning includes

- A) analyzing current situations.
- B) determining rewards for goals achievement.
- C) attracting people to the organization.

- D) motivating employees.
- E) implementing necessary changes.

49) The managers at EarthGreen Technology are currently developing strategies for the company's new products and setting objectives for its business units. These managers are

engaging in the management function of

- A) forecasting.
- B) planning.

- C) staffing.
- D) organizing.
- E) outsourcing.

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

needed changes.

- A) building a dynamic organization.
- B) delivering strategic value.
- C) stimulating people to be high performers.
- D) monitoring performance and implementing

E) motivating workers to do their jobs effectively.

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

- A) planning
- B) organizing

- C) leading
- D) controlling
- E) staffing

52) _____ is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals.

- A) Benchmarking

- B) Planning
- C) Organizing

- D) Optimizing
- E) Quantifying

53) “As production manager, I oversee how our work crews are performing, determining what changes we need to make if we begin deviating from acceptable performance, and then evaluating whether those changes are getting us back on

track.” The production manager is describing the management function of

- A) planning.
- B) organizing.
- C) leading.

- D) controlling.
- E) decision making.

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

- A) planning
- B) training

- C) leading
- D) organizing
- E) controlling

55) Carol has the knack of inspiring the people in her department to learn new skills and to perform better than expected on the job. As a manager, what is Carol especially good at doing?

- A) planning
- B) staffing

- C) leading
- D) controlling
- E) monitoring

56) As one of the key management functions, leading focuses on a manager's efforts to

- A) mobilize people to contribute their ideas.
- B) build organizations that are flexible and adaptive.
- C) make sure goals are met.
- D) identify opportunities for sustainable advantage.

E) build a dynamic organization.

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

- A) planning.
- B) organizing.
- C) leading.

the management function of

D) controlling.
E) decision making.

58) When Martina, manager of the sales department for ShineCo Cleaning Supplies, realized that her plan to increase her associates' sales levels was not producing the desired results, she instituted a refresher training course that helped the associates achieve better results. Which of the following

- A) planning
- B) organizing

management functions is illustrated in this scenario?

- C) leading
- D) controlling
- E) budgeting

59) Through careful monitoring of the financial budgets of a firm, managers can detect potential problems in reaching their financial goals and take actions to reverse the problem.

- A) planning
- B) controlling

This is an example of the _____ function of management.

- C) leading
- D) organizing
- E) staffing

60) Trang is the CEO of Windward Cycles, a company which manufactures high-end racing bikes. The company's handmade, titanium bicycles have been very popular with professional cyclists, winning many industry awards. Last year the company was acquired by Kestrel Holdings, which decided to expand it into the recreational cycling market with a line of lower-priced road bikes. At the end of the first quarter, Trang meets with his team. Kasha, the CFO, has

- A) looking at the advertising budget and deciding to allocate more money to the Midwest market.
- B) assigning a team to visit the Midwest offices with the goal of motivating the employees.
- C) revamping the company's mission statement to align with those of Kestrel Holdings.
- D) asking himself how he can be a more effective

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

- A) top-level
- B) frontline

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

- A) Vice President
- B) Chief Financial Officer
- C) Human Resources Manager

63) The three levels of managers within large

determined that advance sales of the new road bikes have not been as robust as expected in the Midwest region. If Trang is utilizing the controlling function of management, his likely next steps will involve

leader as the company moves in a new direction.

- E) recruiting and training new hires for the Midwest office's sales team.

Charmaine is a _____ manager.

- C) middle
- D) tactical
- E) operational

- D) Floor Supervisor
- E) Executive Assistant

organizations are

- A) authoritative, permissive, and submissive.
- B) managerial, functional, and direct.
- C) technical, functional, and departmental.
- D) upper level, top management, and functional.

E) top, middle, and frontline.

64) Senior executives responsible for the overall management and effectiveness of the organization are known as _____ managers.

- A) frontline
- B) middle

- C) strategic
- D) tactical
- E) short-run

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

- A) long-term survival of the organization.
- B) translating goals and objectives into specific activities.
- C) managing frontline managers.

- D) supervising nonmanagement employees.
- E) initiating new daily activities.

66) _____ managers are typically concerned with the interaction between the organization and its external environment.

- A) Operational
- B) Top-level

- C) Middle-level
- D) Frontline
- E) Tactical

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

- A) strategic
- B) tactical

- C) operational
- D) frontline
- E) regional

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

in her department. Shauna is a(n) _____ manager.

- A) operational
- B) frontline

- C) top-level
- D) strategic
- E) tactical

69) Tactical managers are often referred to as _____ managers.

- A) frontline
- B) middle-level

- C) lower-level
- D) operational
- E) top-level

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

described as a(n) _____ manager.

- A) frontline
- B) tactical

- C) operational
- D) top-level
- E) strategic

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

- A) frontline manager.
- B) middle manager.
- C) top-level manager.

- D) tactical manager.
- E) strategic manager.

72) Which of the following is a characteristic of operational managers?

- A) They bridge the gap between higher and lower levels of management.
- B) They focus on long-term issues of the business.
- C) They develop goals and plans that have been formulated by top-level managers.
- D) They are directly involved with nonmanagement

employees.

- E) They break down the business's objectives into business units.

73) Operational managers play a crucial role in an organization because they provide

- A) the link between management and nonmanagement personnel.
- B) overall direction by formulating strategy and controlling resources.
- C) the key plans for an organization's success.

- D) feedback on top management performance.

- E) direction and strategy for the organization.

74) Abdo supervises employees who work on the floor of the Nature's Secret Organic Snack Food factory. He cooperates closely with his manager to determine ways to improve the efficiency of the manufacturing process and then

works to implement those plans. In this case, Abdo would be considered a _____ manager.

- A) frontline
- B) tactical

- C) middle-level
- D) top-level
- E) strategic

75) Titles such as assistant manager and supervisor typically belong to the _____ level of management.

- A) strategic
- B) middle

- C) primary
- D) operational
- E) tactical

76) For the past five years, Maury has worked at the Windsor Grand Desert Time-Share Resort in Las Vegas, Nevada, starting out as a junior salesperson and rising to become a sales lead, with the highest sales numbers on his team two years running. Recently Maury was offered a

- A) meeting regularly with the CEO and COO to discuss long-range sales goals
- B) translating the goals and plans of strategic managers into concrete objectives
- C) conceptualizing the long-term strategies the resort will need to stay competitive
- D) interpreting and communicating the priorities of

promotion to Frontline Sales Manager. Which of the following duties is he most likely to perform in his new role?

- top management to the other sales managers
- E) recruiting new sales associates and motivating sales team leaders

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

- A) communication
- B) technical

less need of his _____ skills.

- C) interpersonal
- D) conceptual
- E) decision

78) Which of the following statements about job skills is true?

- A) Communication skills are needed only by top managers.
- B) Technical skills are equally important at all levels of management.

- C) Interpersonal skills are equally important at all levels of management.
- D) Decision skills

are more important for frontline managers than top managers.

E) Conceptual skills are more important for frontline

managers than top managers.

79) Hoa is about to begin her junior year of college, majoring in software engineering with a further specialization in software architecture. Ideally, she'd like to work for a small, innovative start-up, but she also wants to be as employable as possible in a fluctuating job market. She knows the importance of having skills that are transportable across

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

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

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

D) focus on learning a broad range of skills at the

different industries. As she plans her academic trajectory over the next two years, she should

top level while continuing to develop expertise in one specific area of software design.

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

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

A) study skills

B) technical skills

C) negotiation skills

D) counseling skills

E) manipulative skills

81) A(n) _____ skill is the ability to perform a specialized task that involves a certain method or process.

A) conceptual

B) administration

C) interpersonal

- D) communication
- E) technical

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

- A) technical
- B) communication
- C) conceptual

- D) interpersonal
- E) decision-making

83) Which of the following roles involves searching for new business opportunities and initiating new projects to create change?

- A) leader
- B) figurehead

- C) entrepreneur
- D) disseminator
- E) monitor

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

him by his medical research colleagues and members of the press.

- A) disseminator
- B) spokesperson
- C) liaison

- D) figurehead
- E) disturbance handler

85) Which of the following roles is a decisional role?

- A) spokesperson
- B) liaison
- C) leader

- D) disturbance handler
- E) monitor

86) “Initially, I didn’t

want a new boss from outside our industry. How would she be able to train us to perform specialized tasks involving our particular methods and processes, or evaluate how well we were performing these tasks? In other words, would she have the necessary _____?” asked Bart. “But, in fact, Cynthia

- A) conceptual and decision skills
- B) selling skills
- C) language fluency

already knew or quickly learned these. She is certainly credible with me.”

- D) technical skills
- E) negotiating skills

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

- A) liaison
- B) disturbance handler

- C) negotiator
- D) disseminator
- E) figurehead

88) _____ skills influence a manager’s ability to work well with people.

- A) Decision-making
- B) Technical

- C) Interpersonal
- D) Professional
- E) Conceptual

89) Listening to employee suggestions, gaining support for organizational objectives, and fostering an atmosphere of

- A) technical skills.
- B) interpersonal and communication skills.
- C) diagnostic and relational skills.

teamwork are all considered

- D) statistical and analytical skills.
- E) conceptual and decision skills.

90) Which of the following skills are more important during the beginning of a person's career?

- A) conceptual skills
- B) decision skills
- C) technical skills

- D) entrepreneurial skills
- E) statistical skills

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

and resolve it is an effective use of _____ skills.

- A) conceptual and decision
- B) informational
- C) technical

- D) intellectual and language
- E) negotiation

92) Individuals' conceptual and decision-making skills

- A) are most important early in their career.
- B) involve the ability to perform a specialized task using a specific method.
- C) are often referred to as people skills.
- D) become less important to them as they rise higher

in the company.

- E) become more important to them as they grow in the company.

93) Emilia understands her own strengths and limitations, she manages her feelings and decisions well, and she deals

effectively with other people. Emilia has

- A) verbal intelligence.
- B) business intelligence.
- C) cultural intelligence.

- D) leadership intelligence.
- E) emotional intelligence.

94) Cameron has built up a wide network of contacts, clients, and local business neighbors since moving to Centerville five years ago. Throughout his home-based marketing career, he has regularly and frequently networked with these business associates online, by phone, and in person—often through local community events. As he considers leaving his marketing career to become an owner/manager of

- A) knowledge management
- B) competitive advantages
- C) social capital

a local business, he will rely upon the _____ that he has developed with these individuals to ensure a successful transition to a new career.

- D) emotional intelligence
- E) specialist skills

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

- A) People can show up, do an OK job, and have a good career.
- B) More than ever, people are held accountable for getting results.
- C) Managers must be numbers-oriented to succeed.

D) Visionaries are considered disruptive in today's work climate.

E) If a manager is not charismatic, he or she cannot advance.

96) Emotional intelligence can best be defined as

- A) the ability to perform a specialized task involving a particular method or process.
- B) the ability to identify and resolve problems for the benefit of the organization and its members.
- C) the skills of understanding oneself, managing oneself, and dealing effectively with others.
- D) the skill of monitoring efforts and making the

necessary changes.

E) the skill to lead, motivate, and communicate effectively with others.

97) A common complaint about leaders, especially outstanding performers who are newly appointed to leadership, is that they lack

- A) self-acceptance.
- B) empathy.
- C) technical skills.

- D) decision-making skills.
- E) self-control.

98) Being self-reliant means individuals should

- A) take full responsibility for themselves and their actions.
- B) be open minded and responsive when others have innovative ideas.
- C) always wait for orders from higher management in the organization.

- D) trust that the organization will manage their career.
- E) not work in partnership with fellow employees.

99) Goodwill stemming from social relationships is called

- A) social empathy.
- B) social capital.
- C) emotional intelligence.

- D) emotional capital.
- E) social value.

100) When individuals view themselves as employees and expect their employers to tell them what to do and give them

- A) self-reliant employees.
- B) agents for social capital.
- C) passive employees.

pay and benefits, those individuals are acting as

- D) emotionally intelligent employees.
- E) connected team members.

101) Luna is a manufacturer of fashion jewelry. The company has been operating for the past decade and is well known. When the CEO, Aimee,

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

- A) speed
- B) innovation
- C) quality

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

- A) sustainability
- B) service
- C) quality

will get what they order within 36 hours. Which of the following success drivers of performance is Aimee using by constantly changing and introducing new jewelry styles to match the changing trends in the market and stay a step ahead of competitors?

- D) service
- E) cost competitiveness

- D) cost competitiveness
- E) innovation

103) Luna is a manufacturer of fashion jewelry. The company has been operating for the past decade and is well known. When the CEO, Aimee, was asked by a local newspaper during an interview about the secret to her success, she stated that there were several reasons. She makes sure that the company always introduces new styles of jewelry to suit changes in tastes and stay a step ahead of her competitors, and the company offers its customers the best by using fine-quality semiprecious stones in artful settings. She also stated that the company's salespersons cater to customers individually to help them purchase jewelry appropriate for

- A) strategic manager.
- B) frontline manager.
- C) operational manager.

their personal style. Luna has its own exclusive website, which can be accessed anywhere in the world, and customers are promised that they will get what they order within 36 hours. It can be understood that Aimee is an example of a(n)

- D) tactical manager.
- E) middle-level manager.

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

- A) conceptual and decision skills
- B) monitoring skills

- C) interpersonal skills
- D) technical

skills

E) negotiating skills

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

A) planning

B) organizing

monitoring them and providing training to those with low productivity. When Markus was deciding on the activities that would be involved in the business and establishing the goals and objectives, he was performing the _____ function of management.

C) leading

D) controlling

E) staffing

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

- A) planning
- B) organizing
- C) leading

- D) controlling
- E) decision making

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

monitoring them and providing training to those with low productivity. By recognizing good performers and motivating them toward achieving organizational goals, Markus performs the _____ function of management.

- A) planning
- B) organizing
- C) leading

- D) controlling
- E) decision making

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

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

- A) planning
- B) organizing

- C) leading
- D) controlling

E) budgeting

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

- A) negotiator
- B) liaison

at a dinner for the retiring bank officer who handled Pawlicious’s account for many years. These are some of the roles that Felipe performs as a manager. Which of the following roles was Felipe performing when he notified the employees of the upcoming wage freeze?

- C) disseminator
- D) spokesperson
- E) entrepreneur

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

- A) monitor
- B) negotiator
- C) disturbance handler

- D) resource allocator
- E) liaison

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

- A) liaison
- B) figurehead
- C) spokesperson

112) Luxe Slumber is a company that produces high-quality mattresses. Omar, the CEO, makes all the business deals for the company. He negotiates with suppliers and gets new customers and business for the company. Charles communicates his vision for the company and what he would like it to achieve to Ana, who lays out plans to make possible the execution of that vision. Ana delegates the work accordingly by communicating to the sales and production managers Omar’s vision and what he requires of them. Irving,

- A) strategic
- B) frontline

at a dinner for the retiring bank officer who handled Pawlicious’s account for many years. These are some of the roles that Felipe performs as a manager. Which of the following roles was Felipe performing when he attended the retirement dinner for the bank officer?

- D) entrepreneur
- E) disturbance handler

a floor manager, makes sure that the workers do their jobs at the required pace to meet the targets and goals of the company. Omar is a _____ manager.

- C) tactical
- D) operations
- E) administrative

113) Luxe Slumber is a company that produces high-quality mattresses. Omar, the CEO, makes all the business deals for the

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

- A) strategic
- B) operations

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

- A) strategic
- B) tactical

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

- C) frontline
- D) tactical
- E) top-level

a floor manager, makes sure that the workers do their jobs at the required pace to meet the targets and goals of the company. Irving, the floor manager, is a _____ manager.

- C) middle
- D) top-level
- E) frontline

115) Luxe Slumber is a company that produces high-quality mattresses. Omar, the CEO, makes all the business deals for the company. He negotiates with suppliers and gets new customers and business for the company.

Charles communicates his vision for the company and what he would like it to achieve to Ana, who lays out plans to make possible the execution of that vision. Ana delegates the work accordingly by communicating to the sales and production managers Omar's vision and what he requires of them. Irving, a floor manager, makes sure that the workers do their jobs at the required pace to meet the targets and goals of the

- A) interpersonal skills
- B) conceptual skills
- C) technical skills

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

- D) tactical skills
- E) decision-making skills

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

116) What are the four ongoing challenges that characterize the current business landscape? What is the potential impact

of these challenges on business?

117) Write an essay on knowledge management. Give a suitable example.

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

119) Explain cost competitiveness and give reasons as to why a company has to worry about its cost competitiveness.

Provide a suitable example.

120) Write an essay explaining why businesses are becoming increasingly concerned with sustainability.

121) Briefly describe each of the four key management functions.

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

123) Differentiate between the various management levels in an organization.

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

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

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

127) Explain the importance of emotional intelligence.

128) What does it mean to be self-reliant? What are the ways in which a person can be self-reliant? Give examples of professions that contain a large number of self-reliant people.

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

130) State some of the common practices of successful executives.

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

Answer Key

Test name: chapter 1

- 1) TRUE
- 2) FALSE
- 3) FALSE
- 4) FALSE
- 5) FALSE
- 6) FALSE
- 7) FALSE
- 8) A
- 9) C
- 10) B
- 11) A
- 12) A
- 13) D
- 14) C
- 15) B
- 16) B
- 17) B
- 18) D
- 19) B

20) A

21) E

22) D

23) D

24) D

25) A

26) D

27) B

28) E

29) B

30) C

31) B

32) A

33) B

34) C

35) D

36) A

37) C

38) D

39) A

40) C

41) C

42) E

43) B

44) C

45) E

46) A

47) D

48) A

49) B

50) B

51) B

52) C

53) D

54) D

55) C

56) A

57) C

58) D

59) B

60) A

61) A

62) D

63) E

64) C

65) A

66) B

67) A

68) E

69) B

70) B

71) A

72) D

73) A

74) A

75) D

76) E

77) B

78) C

79) D

80) B

81) E

82) A

83) C

84) B

85) D

86) D

87) B

88) C

89) B

90) C

91) A

92) E

93) E

94) C

95) B

96) C

97) B

98) A

99) B

100) C

101) B

102) B

103) A

104) C

105) A

106) D

107) C

108) B

109) D

110) C

111) B

112) A

113) D

114) E

115) A

116) Student answers will vary, but should indicate accurate knowledge of the four ongoing challenges: globalization, technological change, knowledge management, and collaboration across boundaries. Globalization's impacts on business include the fact that corporations operate worldwide, transcending national borders. Companies that want to grow often need to tap international markets. The effects of technological change include the changes brought about by The Internet of Things, artificial intelligence, mobile applications, Big

Data analytics, and cloud computing. Technology both complicates things and creates new opportunities. The challenges come from the rapid rate at which communication, transportation, information, and other technologies

change. For example, after just a couple of decades of widespread desktop use, customers switched to laptop models, which require different accessories. Knowledge management is the set of practices aimed at discovering and harnessing an organization's intellectual resources—fully using the intellects of the organization's people. Because companies in advanced economies have become so efficient at producing physical goods, most workers have been freed up to provide services or “abstract goods” such as software, entertainment, data, and advertising. These workers, whose primary contributions are ideas and problem-solving expertise, are often referred to as *knowledge workers*.

Collaboration across boundaries ensures that people in different parts of the organization collaborate effectively with one another. This requires productive communications among different departments, divisions, or other

117) Student answers will vary, but should indicate an accurate understanding of the concept of knowledge management.

Knowledge management is the set of practices aimed at discovering and harnessing an organization's intellectual resources—fully using the intellects of the organization's people. Because companies in advanced economies have become so efficient at

subunits of the organization. For example, “T-shaped” managers break out of the traditional corporate hierarchy to share knowledge freely across the organization (the horizontal part of the T) while remaining committed to the bottom-line performance of their individual business units (the vertical part).

producing physical goods, most workers have been freed up to provide services or “abstract goods” such as software, entertainment, data, and advertising.

These workers, whose primary contributions are ideas and problem-solving expertise, are often referred to as *knowledge workers*. Examples will vary but should address the ways in which knowledge managers find human assets, help people collaborate and

118) Student answers will vary, but should indicate accurate knowledge of the six success drivers of performance: innovation, quality, service, speed, cost competitiveness, and sustainability. **Innovation** is the introduction of new goods and services. Your firm must adapt to changes in consumer demands and to new competitors. **Quality** is the excellence of your product. Customers expect high-quality goods and services, and often they will accept nothing less. Service means giving customers what they want or need, when they want it. It is focused on continually meeting the needs of customers to establish mutually beneficial long-term relationships. In the modern business environment, **speed**—rapid execution, response, and delivery—often separates the winners from the losers. **Cost competitiveness** means keeping costs low

119) Student answers will vary, but should indicate an accurate understanding of the concept of cost competitiveness. **Cost competitiveness** means keeping costs low

learn, generate new ideas, and harness those ideas into successful innovations.

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

Sustainability, which at its most basic is the effort to minimize the use and loss of resources, especially those that are polluting and nonrenewable.

enough so that the company can realize profits and price its products (goods or

services) at levels that are attractive to consumers. Examples will vary but may address the idea that consumers can use the Internet to easily compare prices from thousands of competitors. Consumers looking to buy popular items, such as cameras,

120) Student answers will vary, but should indicate an accurate understanding of the concept of sustainability, which at its most basic is the effort to minimize the use and loss of resources, especially those that are polluting and nonrenewable. Examples may address the laws concerning sustainability, the idea of protecting our options, or the fact that

121) Student answers will vary but should demonstrate accurate knowledge about the four key management functions: planning, organizing, leading, and controlling. **Planning** is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals. Planning activities include analyzing current situations, anticipating futures, determining objectives, deciding the types of activities in which the company will engage, choosing corporate and business strategies, and determining the resources needed to achieve the organization's goals. **Organizing** is assembling and coordinating the human, financial, physical,

printers, and plane fares, can go online to research the best models and the best deals.

efforts to cut energy waste are one way to achieve an important form of competitive advantage.

informational, and other resources needed to achieve goals. Organizing activities include attracting people to the organization, specifying job responsibilities, grouping jobs into work units, marshaling and allocating resources, and creating conditions so that

people and things work together to achieve maximum success. **Leading** is stimulating people to be high performers. It includes motivating and communicating with employees, individually and in groups. Leading involves connecting directly with people, helping to guide and inspire them toward achieving team and organizational goals. Leading takes place in teams, departments, and divisions as well as at the tops of large organizations. **Controlling** involves monitoring performance and

122) Student answers will vary but should demonstrate an understanding of what social capital is and how it can enhance career goals. Social capital is the goodwill stemming from your social relationships, and you can mobilize it on your behalf. It aids career success, compensation, employment, team effectiveness, the success of new ventures, entrepreneurship, and relationships with suppliers and other outsiders. Today much of that social capital can be tapped online at social networking websites. Besides the social sites such as Facebook, some of these sites are aimed at helping people tap business

123) Student answers will vary but should demonstrate an accurate knowledge about the types of managers found at three broad

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

networks. For example, LinkedIn has more than 467 million registered members worldwide, with total revenue from premium subscriptions, and marketing and talent solutions of \$960 million.

organizational levels: top level, middle level, and

frontline. Top-level managers are the senior executives of an organization and are responsible for its overall management. Top-level managers, often referred to as *strategic managers*, are supposed to focus on long-term issues and emphasize the survival, growth, and overall effectiveness of the organization. Middle-level managers are located in the organization's hierarchy below top-level management and above the frontline managers. Sometimes called *tactical managers*, they are responsible for translating the general goals and plans developed by strategic managers into more specific objectives and activities. Frontline managers are lower-level managers who supervise the

124) Frontline managers are lower-level managers who supervise the operations of the organization. These managers often have titles such as *supervisor*, *team leader*, or *assistant manager*. They are directly involved with nonmanagement employees, implementing the specific plans developed with middle managers. This role is critical in the organization because operational managers are the link between management and nonmanagement personnel. Managers on the front line are crucial to creating and sustaining quality, innovation, and other drivers of financial performance. In outstanding

operations of the organization. These managers often have titles such as *supervisor*, *team leader*, or *assistant manager*. They are directly involved with nonmanagement employees, implementing the specific plans developed with middle managers.

organizations, talented frontline managers are not only *allowed* to initiate new activities but are *expected* to by their top- and middle-level managers. And they are given freedom, incentives, and support to find ways to do so.

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

126) Student answers will vary but should demonstrate accurate knowledge about technical skills, conceptual and decision-making skills, and interpersonal skills, and how their importance varies at different managerial levels. Examples may include the

perspectives; and spokespeople speak on behalf of the organization about plans, policies, actions, and results. In the interpersonal category, leaders engage in activities such as staffing, developing, and motivating people; liaisons maintain a network of outside contacts that provide information and favors; and figureheads perform symbolic duties (for example, ceremonies) and serve other social and legal demands.

idea that technical skills are most important early in a career, conceptual and decision-making skills

become more important as you rise higher in the company, and that interpersonal skills such as communicating effectively with customers and being a good team player are important at

127) Student answers will vary but should demonstrate an accurate understanding of emotional intelligence. Emotional intelligence means understanding yourself (including strengths and limitations), managing yourself (dealing with emotions, making good decisions, seeking and using feedback, exercising self-control), and dealing effectively with others (listening, showing empathy, motivating, leading, and so on). Examples may include the fact that executives who score low on EQ are less likely to be

128) Student answers will vary but should demonstrate an accurate understanding of the concept of self-reliance. To be self-reliant means to take full responsibility for oneself and one's actions. Examples may focus on the idea that self-reliance means finding new ways to make one's overall performance better--through taking responsibility for change, being an innovator, looking for opportunities to contribute, and generating

129) Relationship #1 is passive. The individual views themselves as an employee and passively expects their employer to tell

every level of management.

rated as excellent on their performance reviews, and their divisions tend not to perform as well, or the idea that EQ is a set of skills that can be learned and developed.

constructive change that strengthens the company and benefits customers and colleagues. Student examples may include small business owners or freelance writers.

them what to do and give them pay and benefits. Their

employer is in charge, and they are a passive recipient of its actions. Their contributions are likely to be adequate but minimal—they won't make the added contributions that strengthen the organization, and if all organizational members take this perspective, the organization is not likely to be strong for the long run. Relationship #2 is an active, two-way relationship in which the individual and their organization derives a mutual benefit. The mind-set is different: Instead of doing what they are told, the employee thinks about how they can contribute—and acts

130) Student answers will vary but should demonstrate an accurate understanding of the following practices. Successful managers ask, "What needs to be done?" not just "What do I want to do?" They write an action plan. They don't just think, they do, based on a sound, ethical plan. They take responsibility for decisions. This requires checking up, revisiting, and changing if necessary. They focus on opportunities, not just problems.

131) Student answers will vary but should demonstrate an accurate understanding of the idea that upward mobility in a company necessitates taking on greater responsibilities, dealing with more people, understanding more about other aspects of the organization, and

accordingly. To the extent that the organization values their contributions, they are likely to benefit in return by receiving full and fair rewards, support for further personal development, and a more gratifying work environment.

Problems have to be solved, and problem solving prevents more damage, but capturing opportunities is what creates great results.

making bigger and more complex decisions. To become a *specialist*, you should be an expert in something

useful. This will give you specific skills that help you provide concrete, identifiable value to your organization and to customers. And over time, you should learn to be a *generalist*, knowing enough about a variety of subject

matters so that you can think strategically and work with different perspectives.