Management Today 2nd edition Scandura Test Bank

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Management Today (2nd)

ISBN 9781071884829 | Chapter 1: The Evolution of Management Thought

Total Questions: 99

Easy

Multiple Choice (32)

Q1. *[Multiple Choice]*

A company that continues to have its sales team spend 40% of their sales time trying to sell a product that no one wants to buy isn't being very _____.

a) effective ✓ correct
b) efficient
c) resourceful
d) informational

Q2. *[Multiple Choice]*

A learning organization diagnoses problems by using the _____ discipline.

a) experimentation
b) learning from others
c) learning from past experience
d) systematic problem solving ✓ correct

Q3. *[Multiple Choice]*

A learning organization is _____ and allows leaders to bring about organizational change.

a) rigid and inflexible
b) flexible and innovative ✓ correct
c) engaging and charismatic
d) moral and ethical

Q4. *[Multiple Choice]*

A manager that had a role type of figurehead, leader, and liaison is said to be in the _____ role category.

a) interpersonal ✓ correct
b) informational
c) decisional
d) transformational

Q5. *[Multiple Choice]*

A manager who has the ability to recognize when they are making assumptions and decisions based on their own point of view is displaying the _____ skill of critical thinking.

a) self-awareness ✓ correct
b) discipline
c) judgment
d) honesty

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Q6. *[Multiple Choice]*

A manager who inspires his team and others, and is looked upon as a role model falls into which managerial role?

a) interpersonal ✓ correct
b) informational
c) decisional
d) transformational

Q7. *[Multiple Choice]*

A manager who is _____ maximizes the use of their resources.

a) organized
b) effective
c) efficient ✓ correct
d) critical

Q8. *[Multiple Choice]*

Amelia was recently promoted to a manager role at a small company. Although she is seen as a respected leader, and always shares good information with her team, she has issues addressing conflicts on her team. Amelia needs training on her _____ role skills.

a) interpersonal
b) informational
c) decisional ✓ correct
d) transformational

Q9. *[Multiple Choice]*

An early management theory known for studying workers' movements as they performed their work is known as _____.

a) Theory X
b) Scientific Management Theory ✓ correct
c) Theory Y
d) Hawthorne effect

Q10. *[Multiple Choice]*

An example of a behavioral aspect of management is _____.

a) an employee's job satisfaction ✓ correct
b) an employee's recent pay raise
c) an employee's vacation time
d) an employee's performance review

Q11. *[Multiple Choice]*

Decisional managers use information. The key roles include entrepreneur, disturbance handler, resource allocator, and _____.

a) negotiator ✓ correct
b) spokesperson
c) leader
d) liaison

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Q12. *[Multiple Choice]*

During which management stage is quality of work assessed?

a) leading
b) planning
c) controlling ✓ correct
d) organizing

Q13. *[Multiple Choice]*

Good managers fall into three types of managerial roles, according to Henry Mintzberg. These include interpersonal, informational, and _____.

a) reflective
b) critical
c) decisional ✓ correct
d) sustainable

Q14. *[Multiple Choice]*

In order to meet the challenges of _____, companies need to look at their resources, processes, and values to determine how to react.

a) systems thinking
b) disruptive change ✓ correct
c) team learning
d) personal mastery

Q15. *[Multiple Choice]*

Leadership of a team is considered a _____ role of managers.

a) interpersonal ✓ correct
b) informational
c) decisional
d) reflective

Q16. *[Multiple Choice]*

Leadership skills for managers combine both relationship soft skills and _____ skills, which are task-related skills that require interpretation before they can be incorporated into the decision-making process.

a) analytic ✓ correct
b) team
c) effective
d) critical

Q17. *[Multiple Choice]*

Managerial behaviors can be grouped into categories of change behavior, relations behavior, and _____ behavior.

a) negotiator
b) task ✓ correct
c) leadership
d) learning

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Q18. *[Multiple Choice]*

Managers have a lot of skills. What is the one role that seems to be universally required for all managers?

a) entrepreneur
b) monitor
c) disseminator
d) leader ✓ correct

Q19. *[Multiple Choice]*

Mary Parker Follett, the “mother of modern management,” believed that _____.

a) workers want attention in their roles
b) employees who are experts in their skill are powerful in their organization ✓ correct
c) forces that drive change should be compared to forces that resist change
d) social pressure had a greater impact on worker productivity than pay increases

Q20. *[Multiple Choice]*

The CEO of a company must send a manager to a meeting next week where this manager will act as a negotiator and resource allocator. Which managerial role aligns with this description?

a) interpersonal
b) informational
c) decisional ✓ correct
d) transformational

Q21. *[Multiple Choice]*

The discipline in a learning organization that revolves around learning from experience while understanding cause and effect is _____.

a) system thinking ✓ correct
b) personal mastery
c) mental models
d) team learning

Q22. *[Multiple Choice]*

The essential management process is made up of four accepted processes: _____, organizing, leading, and controlling.

a) programming
b) planning ✓ correct
c) deciding
d) thinking

Q23. *[Multiple Choice]*

The first Hawthorne study, which measured how the lighting in plants impacted worker productivity, was designed by _____.

a) Mary Parker Follett
b) Kurt Lewin
c) Elton Mayo ✓ correct
d) Abraham Maslow

Q24. *[Multiple Choice]*

The study of individuals and their behaviors at work is known as _____.

a) organizational theory
b) organizational development
c) organizational culture
d) organizational behavior ✓ correct

Q25. *[Multiple Choice]*

This theory assumes that people do not want to work because they are lazy and like to avoid responsibility.

a) Hawthorne effect
b) Scientific Management Theory
c) Theory Y
d) Theory X ✓ correct

Q26. *[Multiple Choice]*

Top managers are concerned with a manager's _____ for achieving results by making the right decisions to meet the goals of the organization.

a) analytics
b) efficiency
c) effectiveness ✓ correct
d) vision

Q27. *[Multiple Choice]*

Translating research to actual practice inside an organization is known as _____.

a) evidence-based management ✓ correct
b) change behavior
c) management efficiency
d) organizational behavior

Q28. *[Multiple Choice]*

What type of skill focuses on the relationships managers have with their employees to motivate them for the good of the company?

a) analytic
b) task
c) soft ✓ correct
d) thinking

Q29. *[Multiple Choice]*

Which management process is best described as a manager who can direct their team through both daily tasks and during periods of big change?

a) planning
b) organizing
c) leading ✓ correct
d) controlling

Q30. *[Multiple Choice]*

Which management theory of 2010 looks to meet current needs without impacting the needs of future generations?

a) sustainability ✓ correct
b) disruptive change
c) ethics
d) learning organization

Q31. *[Multiple Choice]*

Which theory assumes that a worker has internal motivations, likes to work, and can accept responsibility?

a) Hawthorne Effect
b) Scientific Management Theory
c) Theory Y ✓ correct
d) Theory X

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Q32. *[Multiple Choice]*

Which theory looks at the reasons or forces driving change and compares them to reasons or forces that resist change?

a) Field Theory ✓ correct
b) Theory X
c) Theory Y
d) Scientific Management Theory

True/False (5)

Q33. *[True/False]*

A manager who doesn't like to take risks to make a change in his organization or use innovation to get ahead is lacking in task behavior.

a) True
b) False ✓ correct

Correct answer: False

Q34. *[True/False]*

A manager who is a critical thinker is best described as passive.

a) True
b) False ✓ correct

Correct answer: False

Q35. *[True/False]*

An example of a critical thinking skill that is crucial to a manager's success is the ability to be open-minded and always consider the different viewpoints of his team and be open to other ideas.

a) True ✓ correct
b) False

Correct answer: True

Q36. *[True/False]*

Bill was concerned with the low productivity of his team on the assembly line. He decided to hire an external team to watch his workers on their line and noticed productivity increased but then decreased again once the team left. This is known as the Hawthorne effect.

a) True ✓ correct
b) False

Correct answer: True

Q37. *[True/False]*

Theory X and Y is one of the earliest known and described management theories.

a) True
b) False ✓ correct

Correct answer: False

Medium

Multiple Choice (33)

Q38. *[Multiple Choice]*

A group of researchers are watching a group of workers on an assembly line. The workers know they are being watched, so they try their hardest and keep the complaining to a minimum. This is known as _____.

a) Theory X
b) Theory Y
c) Scientific Management Theory
d) Hawthorne effect ✓ correct

Q39. *[Multiple Choice]*

A manager uses _____ to help them apply scientific knowledge to questions or problems that they are experiencing and help identify the problem and develop solutions.

a) analytics ✓ correct
b) self-awareness
c) change behavior
d) critical thinking

Q40. *[Multiple Choice]*

A manager who gives their team the support they need to solve their own problems, while also recognizing their actions and achievements, is focused on _____ behavior.

a) task
b) relations ✓ correct
c) change
d) leader

Q41. *[Multiple Choice]*

A managerial behavior where managers monitor operations and performance and look at actions employees take, along with what is expected of them, is displaying _____ behavior.

a) task ✓ correct
b) relations
c) change
d) leader

Q42. *[Multiple Choice]*

A restaurant manager must have a combination of managerial behaviors. Select the behavior below that is a task-based behavior.

a) Encourages employees to try their best daily.
b) Plans out the weekly schedule and assigns employees to specific jobs. ✓ correct
c) Looks for ways to take risks in the organization to improve efficiency.
d) Asks their team to try to find more efficient ways to complete their job.

Q43. *[Multiple Choice]*

Abram is the manager of a shoe store. He is constantly watching his employees' actions and tracking when they come and go because he feels they are all lazy. Abram is a _____ type of leader.

a) theory X ✓ correct
b) theory Y
c) Scientific Management
d) field theory

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Q44. *[Multiple Choice]*

After meeting with his team, William decided to move the timeline for a lower-priority project out by a week so that resources could be spent on a higher-priority task. William has effective _____ skills.

a) planning
b) organizing ✓ correct
c) controlling
d) leading

Q45. *[Multiple Choice]*

Although a manager's communication with others is important in all management process functions, it is especially important during _____ to help set priority levels and timelines.

a) planning ✓ correct
b) organizing
c) leading
d) controlling

Q46. *[Multiple Choice]*

Betsy works for a company that embraces her desire to make a difference and work with others. This is known as a _____.

a) nerve center
b) informational organization
c) learning organization ✓ correct
d) mental model

Q47. *[Multiple Choice]*

Bob holds quarterly meetings with his team and shares reports to show them how their work compares to the company standards and expectations. This is an example of the _____ management process.

a) planning
b) organizing
c) leading
d) controlling ✓ correct

Q48. *[Multiple Choice]*

Identify the action below that represents a manager with a change behavior managerial style.

a) Looks at how internal operations are functioning
b) Suggests a new way of doing something that is against the norm ✓ correct
c) Calls a team meeting to determine next steps for a new process
d) Documents specific objectives and expectations for their team

Q49. *[Multiple Choice]*

In a recent performance review, many employees claimed that Larry was not very open-minded in his role as a manager. What could he work on to be more open-minded with his employees?

a) Weigh all the evidence before coming up with a solution
b) Act more decisive and not be manipulated by others
c) Recognize when his assumptions are getting in the way of ideas
d) Remain open to other ideas, or other viewpoints of his team members ✓ correct

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Q50. *[Multiple Choice]*

Jamie has a meeting in an hour to act as a negotiator between two employees who have been arguing all week at work. Jamie is an excellent disturbance handler, which is a _____ role.

a) interpersonal
b) informational
c) decisional ✓ correct
d) transformational

Q51. *[Multiple Choice]*

Joe is a manager who uses a process of questioning every decision he and his team makes. This is also known as _____.

a) decisional thinking
b) disseminating information
c) objective thinking
d) critical thinking ✓ correct

Q52. *[Multiple Choice]*

John is a front-line manager in a large warehouse. During a recent review, he was told he needs to work on being more efficient in his role. What best describes an improvement in efficiency?

a) He mapped out a better route for his trucks to take, saving time and gas. ✓ correct
b) He worked with his employees to help them meet their personal work goals.
c) He came up with an idea to produce a soon-to-be discontinued product at a reduced rate.
d) He stayed late to help his employees finish an important task.

Q53. *[Multiple Choice]*

John is a hospital cafeteria manager. He needs to meet the needs of customers during a sudden rush, so he immediately starts delegating tasks to his staff. This mostly aligns with the _____ management process.

a) planning
b) organizing ✓ correct
c) leading
d) controlling

Q54. *[Multiple Choice]*

Juanita runs a weekly report that looks at the performance of her individual employees, as well as their team numbers. This most closely relates to the _____ process.

a) planning
b) organizing
c) leading
d) controlling ✓ correct

Q55. *[Multiple Choice]*

Leo received a new project at work. He meets his top management team to review the goals of the project, as well as any other specifics. This is known as the _____ step of the management process.

a) planning ✓ correct
b) organizing
c) controlling
d) leading

Q56. *[Multiple Choice]*

Lisa manages workers on a production line and thinks her line needs adjustments to increase their productivity. She plans on shadowing and documenting the tasks of her workers. This process aligns with _____.

a) Scientific Management Theory ✓ correct
b) Theory X
c) Theory Y
d) Hawthorne effect

Q57. *[Multiple Choice]*

Lucy's company must do inventory next month during a busy holiday week. To prepare for this, she is pulling in employees from other departments to help with the extra work. This is known as the _____ management process skill.

a) planning
b) organizing ✓ correct
c) controlling
d) leading

Q58. *[Multiple Choice]*

Managers need to understand evidence-based management and apply _____ to solve problems in their organizations and use analytics to make decisions.

a) systems thinking
b) interpersonal role management
c) critical thinking skills ✓ correct
d) team learning

Q59. *[Multiple Choice]*

Mario is a manager who is known for his processing of information. He is always sharing best practices and new ideas he learns from attending tradeshows. Mario's managerial role can best be described as _____.

a) interpersonal
b) informational ✓ correct
c) decisional
d) transformational

Q60. *[Multiple Choice]*

Marissa lacks confidence as a manager. As a consequence, she often rewards employees who used to be her peers because she feels comfortable with them. But she rarely, if ever, praises employees she doesn't consider to be her friends. She is not being a good _____.

a) planner
b) leader ✓ correct
c) organizer
d) controller

Q61. *[Multiple Choice]*

Melissa is concerned she is going to lose her job because her department is being phased out. Because her manager is effective at the _____ process, she was able to move to a different team that needed the help.

a) leading
b) organizing ✓ correct
c) planning
d) controlling

Q62. *[Multiple Choice]*

One of the sources of evidence-based management includes the use of employee interviews and surveys. This aligns with which source of information shown below?

a) Scientific literature empirical studies.
b) Organizational internal data. ✓ correct
c) Practitioner's professional expertise.
d) Stakeholders' values and concerns.

Q63. *[Multiple Choice]*

Steven sent an all-company email last week praising a group of his employees for going above and beyond with a customer. This is an example of the _____ management process.

a) planning
b) organizing
c) leading ✓ correct
d) controlling

Q64. *[Multiple Choice]*

Sue is a manager who is always confirming with her team that they are making progress, while always keeping the overall strategy of her organization in mind. This is known as which step in the management process?

a) leading
b) organizing
c) controlling
d) planning ✓ correct

Q65. *[Multiple Choice]*

Taxi drivers found that their industry changed when UberX entered the transportation market, and the taxi industry needed to learn how to react to this situation. This approach is referred to as _____.

a) organizational behavior
b) behavior management
c) disruptive change ✓ correct
d) relations behavior

Q66. *[Multiple Choice]*

The original five-part management process included essential management functions of command and coordination. These have been merged into which of the four accepted processes?

a) planning
b) organizing
c) leading ✓ correct
d) controlling

Q67. *[Multiple Choice]*

What is the first step managers need to take to use evidence to make better decisions leading to a positive outcome?

a) Asking the right questions ✓ correct
b) Acquiring evidence
c) Aggregating the data
d) Appraising the reliability of the evidence

Q68. *[Multiple Choice]*

Which management process most closely aligns to efficiency in management?

a) leading
b) controlling ✓ correct
c) planning
d) organizing

Q69. *[Multiple Choice]*

Which of the examples below best describes a manager who has strong critical thinking skills and uses the rationality skill?

a) They do not immediately reject an unpopular idea.
b) They put their emotions aside and rely on reason. ✓ correct
c) They recognize when they are making personal assumptions.
d) They avoid quick judgments.

Q70. *[Multiple Choice]*

Which type of skill listed below best reflects the change behavior of managers?

a) Meeting with their team to discuss their short-term tasks.
b) Sending an all-company email giving recognition to their team.
c) Asking for team members feedback before making a decision.
d) Holding a contest to see which team member can come up with a new way of performing a task. ✓ correct

True/False (10)

Q71. *[True/False]*

A company needs to stay ahead of its competition. To do this, it must create a new product and invest in new technology. The company compares the need with the resistance its employees will feel to learn the new technology. This is known as field theory.

a) True ✓ correct
b) False

Correct answer: True

Q72. *[True/False]*

A manager in the leading process manages their team in both day-to-day tasks and when there is a period of significant change.

a) True ✓ correct
b) False

Correct answer: True

Q73. *[True/False]*

A manager who is an optimist most closely aligns with the theory Y style of management.

a) True ✓ correct
b) False

Correct answer: True

Q74. *[True/False]*

Lee has always been an efficient manager. An example of his efficiency is when he changed his process and had his team produce a product that resulted in hundreds of pounds more of wasted scraps and resources.

a) True

b) False ✓ correct

Correct answer: False

Q75. *[True/False]*

Lou inherited a problem when he took on a new management role. A previous manager in the same role completed research on the problem, but never made any changes. Using the evidence-based management approach, Lou first must ask questions to translate his problem into a question that can be answered.

a) True ✓ correct

b) False

Correct answer: True

Q76. *[True/False]*

One example of a learning organization is CEOs who hold public quarterly meetings with employees to share their overall vision of the future, which encourages employees to try new things.

a) True ✓ correct

b) False

Correct answer: True

Q77. *[True/False]*

Rich is a manager who always shares information and ideas with his team, and his team sees him as a leader and someone who believes in them. This is an example of an informational role of management.

a) True

b) False ✓ correct

Correct answer: False

Q78. *[True/False]*

Ryan is a manager who makes the right decisions and works with his team to carry them out appropriately. This makes Ryan an effective manager.

a) True ✓ correct

b) False

Correct answer: True

Q79. *[True/False]*

Stacey wants to meet the goals of her organization. She works in the organizing function to set priorities for employee tasks and create overall timelines.

a) True

b) False ✓ correct

Correct answer: False

Q80. *[True/False]*

Tim believes that his work environment must be a place where employees have set goals and a predefined plan with how to reach these goals. This is in alignment with the goals and beliefs of a learning organization.

a) True

b) False ✓ correct

Correct answer: False

Essay (4)

Q81. *[Essay]*

Compare an interpersonal managerial role with an informational managerial role. How does the manager differ with each role?

> ***Suggested answer:*** *Sample response: Answers include that in an interpersonal role, a manager is thought to be a leader, figurehead, or liaison. In an informational managerial role, managers collect information and bring it back to their groups to build knowledge and skills.*

Q82. *[Essay]*

Compare one of the four functions of management (planning, organizing, controlling, and leading) that you feel your management style most closely aligns with and the style that is hardest for you. Include at least three comparisons.

> ***Suggested answer:*** *Sample response: Answers will vary.*

Q83. *[Essay]*

Describe how an organization can work together to achieve both efficiency and effectiveness using a concrete example or situation.

> ***Suggested answer:*** *Sample response: Answers should include how efficiency is maximizing an organization's resources and using them cost-effectively. Effectiveness is a typical top management concern and helps achieve the goals of the organization.*

Q84. *[Essay]*

The textbook focused on three skills (evidence-based management, critical thinking, and analytics) managers need to be successful today. Pick the skill you think would be most beneficial to a manager of a software company looking to increase employee engagement with multiple products being released quarterly, and provide at least three reasons backing up your selection.

> ***Suggested answer:*** *Sample response: The student should select one of the three skills (evidence-based management, critical thinking, or analytics) and provide three examples of this skill in action at a software company. For evidence-based management, reasons can include internal and external data to drive productivity. Those students who write about critical thinking will include how to think through a problem to come to a solution. Finally, students who pick analytics may focus on the importance of software releases to fix known issues, or how use of their software is decreasing due to a decrease in customer satisfaction.*

Hard

Multiple Choice (4)

Q85. *[Multiple Choice]*

A company recently went to its local university and asked a business class to help with a problem it was having, and review its successes and failures. This aligns with the _____ discipline of a learning organization.

a) learning From Past Experience ✓ correct
b) transferring knowledge
c) experimentation
d) systematic problem solving

Q86. *[Multiple Choice]*

Ronald is a successful manager. The skills that were hardest for him to master were that of relations behavior. Which of the items below is an example of relations behavior?

a) Setting clear task objectives and requirements.
b) Giving his team recognition when they go above and beyond. ✓ correct
c) Looking for ways to do things differently.
d) Taking more risks to move ahead.

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Q87. *[Multiple Choice]*

Select the behavior that most closely aligns with a manager who is focused on the day-to-day activities of his team and only plans things for the short-term.

a) Task behavior ✓ correct
b) Relations behavior
c) Change behavior
d) Leader behavior

Q88. *[Multiple Choice]*

Which of the examples below is an example of an evidence-based decision source that highlights stakeholders' values and concerns?

a) The organization looks to research published in an industry journal.
b) The organization sends an internal survey to their employees.
c) The organization gathers the expertise of their internal managers for feedback.
d) The organization meets with a local environmental organization to get feedback on its practices. ✓ correct

Essay (11)

Q89. *[Essay]*

A new employee walks into a company for their first day. Identify three different things that this employee would see or hear that signifies this company is a learning organization, based on the five disciplines found in learning organizations.

Suggested answer: *Sample response: Answers would include three of the five disciplines in learning organizations: personal mastery, mental models, building shared vision, team learning, and systems thinking.*

Q90. *[Essay]*

An emergency room manager knows that a hospital in a neighboring town is closing. Which managerial behavior should this manager use to address the changes that the employees of this emergency room may soon face? Briefly explain your decision.

Suggested answer: *Sample response: Answers should include examples from either the task, relations, or change behavior, and why. Although no answer is wrong using any of these behaviors, the behavior must be backed up with a solid explanation.*

Q91. *[Essay]*

Describe a real or hypothetical situation in which a challenging situation turned positive due to the Hawthorne effect. What was the outcome?

Suggested answer: *Sample response: Answers will vary, but situations should describe how an issue or problem was discovered, yet when employees knew they were being watched or evaluated, their attitude and performance changed for the better.*

Q92. *[Essay]*

Describe disruptive change in your own words using a real-life example. What was the disruptive change? Explain how the company did or did not overcome the change.

Suggested answer: *Sample response: Answers should include an example in which a company experienced a challenge and made internal changes in order to overcome them or did not overcome the challenge.*

Q93. *[Essay]*

Even though the management process is made up of four commonly accepted processes, briefly describe a situation where the leading process is the most important process. What would you do as a leader to manage your team?

Suggested answer: *Sample response: Answers should include a situation, and how the leading process was used to motivate employees in either daily tasks or through a period of change. It can also include the importance of one-on-one attention.*

Q94. *[Essay]*

Explain sustainability in your own words and describe why this is a more recent, but important management theory.

> ***Suggested answer:*** *Sample response: Although answers will vary, students' answers should focus on how it is important for companies to consider their impact on the environment, economy, and social well-being.*

Q95. *[Essay]*

Explain the difference between a manager who has theory X with one who has theory Y by showing three examples of what each manager might say about an employee.

> ***Suggested answer:*** *Sample response: Theory X leaders assume that people do not want to work and are lazy, while theory Y assumes that people are motivated to work and enjoy working. Comments should reflect these two thoughts.*

Q96. *[Essay]*

Explain three things a manager of a sales team can do within the planning function with his team to meet an organizational sales goal of $10 million in sales this year.

> ***Suggested answer:*** *Sample response: Answers should include but are not limited to communicating, checking in on the sales team progress, discussing objectives with employees, setting priorities, and timelines.*

Q97. *[Essay]*

List three separate examples of how a manager would apply critical thinking skills while working with their team to solve a problem. Explain why critical thinking is important in a managerial role.

> ***Suggested answer:*** *Sample response: The five types of critical thinking skills are grouped by rationality, self-awareness, honesty, open-mindedness, discipline, and judgment. Students should provide specific examples of critical thinking skills and provide their opinion of why critical thinking is important.*

Q98. *[Essay]*

Managers wear a lot of different hats and play different roles within their organization. Some argue that interpersonal roles are the hardest for managers to achieve. Which managerial role (interpersonal, informational, or decisional) would be hardest for you to master as a new manager and what steps could you take to improve your skills in this role? Provide a minimum of three examples.

> ***Suggested answer:*** *Sample response: Although answers will vary, students should highlight how interpersonal roles are not always learned behaviors and instead are personality-based. Not all managers can be immediate leaders in their organizations, but they can use other skills to work on and improve this behavior.*

Q99. *[Essay]*

The first three steps of using sources of evidence in decision-making are asking, acquiring, and appraising. List one example of each step for a manager who needs to decide to keep or retire a well-loved but underperforming product.

> ***Suggested answer:*** *Sample response: For the asking step, students would include a question relative to this situation. Then they would acquire the information for why this product is underperforming and seek actual evidence or data. Finally, appraising the information would include looking at the sources of information and determining how relevant or accurate they are.*