Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

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Management Leading and Collaborating in a Competitive World 14th Edition by Bateman CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

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.

1) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
Topic : Technology
Bloom's : Remember
Difficulty : 1 Easy
AACSB : Technology

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

2) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
Bloom's : Understand
Difficulty : 2 Medium
Topic : Collaboration
AACSB : Teamwork

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

3) _____

- ◎ true
- ◎ false

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Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Globalization
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

4) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Topic : Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

5) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Top-Level Management

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

6) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Top-Level Management
AACSB : Communication

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

7) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06 Understand the principles that will help you manage your career.
Topic : Emotional Intelligence

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 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

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8) _____

A) globalization.
B) technological change.
C) the importance of knowledge and ideas.
D) collaboration across organizational boundaries.
E) an increasingly diverse labor force.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Topic : Globalization

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

9) _____

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

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Globalization

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

10) _____

A) planning
B) technological change
C) emotional intelligence
D) social capital
E) controlling

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Technological Change

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

11) _____

A) its members' expertise, skills, wisdom, and relations
B) its loyal customer base
C) its property, such as factories and administrative buildings
D) its store of both resources and manufactured goods
E) its equipment, such as vehicles, tools, and machines

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Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Topic : Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium

12) What is Web 2.0?

12) _____

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

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
Topic : Technology
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy

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

13) _____

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A) Web 2.0
B) Competitive advantage
C) Cost competitiveness
D) Knowledge management
E) Quality

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Competitive Advantage

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

14) _____

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.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
Bloom's : Analyze
Topic : Collaboration

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?

15) _____

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
Topic : Technology

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

16) _____

A) uniformity of offerings
B) technological change
C) quality
D) cost competitiveness
E) speed

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
Bloom's : Remember
Difficulty : 1 Easy
Topic : Management
AACSB : Technology

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

17) _____

A) irrelevant to today's business environment.
B) irreversible.
C) not necessary to remain competitive.
D) slowing down.
E) eliminating business challenges.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Globalization

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18) Which of the following is true of globalization?

18) _____

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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Globalization

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

19) _____

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.

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Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
Topic : Technology
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Technology

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.

20) _____

A) knowledge
B) scientific
C) project
D) service
E) quality

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Management

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

21) _____

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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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Collaboration

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

22) _____

A) globalization.
B) technological change.
C) knowledge management.
D) collaboration across boundaries.
E) cost competitiveness.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Globalization

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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 success has Maureen emphasized?

23) _____

A) knowledge
B) quality
C) cost competitiveness
D) speed
E) sustainability

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Topic : Competitive Advantage
Difficulty : 2 Medium
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

24) _____

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.

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Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.
Topic : Innovation

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

25) _____

A) total quality
B) cost competitiveness
C) sustainability
D) innovation
E) efficiency

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.
Topic : Quality

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

26) _____

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A) agriculture
B) manufacturing
C) fishing
D) service
E) forestry

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Competitive Advantage
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

27) Which of the following involves keeping costs low enough so that a company can realize profits while pricing its products at levels that are attractive to consumers?

27) _____

A) total quality
B) cost competitiveness
C) sustainability
D) innovation
E) efficiency

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Competitive Advantage
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

28) _____

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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Topic : Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

29) _____

A) most profit.
B) long term.
C) individual.
D) wealthy.
E) present.

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Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Topic : Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

30) _____

A) Collaboration
B) Efficiency
C) Innovation
D) Adaptation
E) Introspection

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Competitive Advantage
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

31) _____

A) Innovation
B) Quality
C) Demand
D) Value
E) Reliability

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Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Competitive Advantage
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

32) Which of the following is true of services?

32) _____

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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Topic : Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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.

33) _____

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A) responsiveness
B) quality
C) marketing
D) speed
E) cost competitiveness

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Topic : Competitive Advantage
Difficulty : 2 Medium
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

34) Cost competitiveness involves

34) _____

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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Topic : Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

35) Sustainability is defined as the

35) _____

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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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Competitive Advantage
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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?

36) _____

A) sustainability
B) total quality
C) innovation
D) collaboration
E) cost competitiveness

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Topic : Competitive Advantage
Difficulty : 2 Medium
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

37) _____

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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Topic : Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

38) _____

A) to collaborate.
B) to be technologically innovative.
C) to provide quality service.
D) to be cost competitive.
E) to achieve zero defects.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic
AACSB : Knowledge Application
Topic : Competitive Advantage
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

39) _____

A) planning.
B) organizing.
C) leading.
D) controlling.
E) decision making.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Planning

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

40) _____

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A) planning
B) organizing
C) leading
D) controlling
E) innovating

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Leading

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 success they have had with Coolwear?

41) _____

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 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.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic
AACSB : Knowledge Application
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Functions of Management

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

42) _____

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 high-level managers should be efficient.
E) The best managers maintain a clear focus on both effectiveness and efficiency.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Functions of Management

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

43) _____

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A) planning.
B) organizing.
C) leading.
D) controlling.
E) decision making.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Organizing

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

44) _____

A) hierarchical
B) closed
C) flexible
D) bureaucratic
E) traditional

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Organizing

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

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45) _____

A) customer satisfaction.
B) shareholder profits.
C) customer retention.
D) employee turnover.
E) resource utilization.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Topic : Management
Bloom's : Analyze
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

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

46) _____

A) planning
B) contracting
C) outsourcing
D) distributing
E) innovating

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Planning

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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?

47) _____

A) staffing
B) forecasting
C) organizing
D) planning
E) reporting

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Planning

48) Planning includes

48) _____

A) analyzing current situations.
B) determining rewards for goals achievement.
C) attracting people to the organization.
D) motivating employees.
E) implementing necessary changes.

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Management Leading and Collaborating in a Competitive World 14th Edition by Bateman CH01

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Planning

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

49) _____

A) forecasting.
B) planning.
C) staffing.
D) organizing.
E) outsourcing.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Planning

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

50) _____

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A) building a dynamic organization.
B) delivering strategic value.
C) stimulating people to be high performers.
D) monitoring performance and implementing needed changes.
E) motivating workers to do their jobs effectively.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Planning

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

51) _____

A) planning
B) organizing
C) leading
D) controlling
E) staffing

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Organizing

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

52) _____

A) Benchmarking
B) Planning
C) Organizing
D) Optimizing
E) Quantifying

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Organizing

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

53) _____

A) planning.
B) organizing.
C) leading.
D) controlling.
E) decision making.

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Controlling

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?

54) _____

A) planning
B) training
C) leading
D) organizing
E) controlling

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Organizing

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?

55) _____

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

A) planning
B) staffing
C) leading
D) controlling
E) monitoring

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Leading

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

56) _____

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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Leading

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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 the management function of

57) _____

A) planning.
B) organizing.
C) leading.
D) controlling.
E) decision making.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
Difficulty : 2 Medium
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Leading

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 management functions is illustrated in this scenario?

58) _____

A) planning
B) organizing
C) leading
D) controlling
E) budgeting

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Management Leading and Collaborating in a Competitive World 14th Edition by Bateman CH01

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Controlling

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. This is an example of the _____ function of management.

59) _____

A) planning
B) controlling
C) leading
D) organizing
E) staffing

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Controlling

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 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

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60) _____

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 leader as the company moves in a new direction.
E) recruiting and training new hires for the Midwest office's sales team.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Controlling

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, Charmaine is a _____ manager.

61) _____

A) top-level
B) frontline
C) middle
D) tactical
E) operational

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Bloom's : Analyze
Topic : Top-Level Management

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

62) _____

A) Vice President
B) Chief Financial Officer
C) Human Resources Manager
D) Floor Supervisor
E) Executive Assistant

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Managerial Skills

63) The three levels of managers within large organizations are

63) _____

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.

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Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Managerial Skills

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

64) _____

A) frontline
B) middle
C) strategic
D) tactical
E) short-run

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Top-Level Management

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

65) _____

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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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Top-Level Management

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

66) _____

A) Operational
B) Top-level
C) Middle-level
D) Frontline
E) Tactical

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Top-Level Management

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

67) _____

A) strategic
B) tactical
C) operational
D) frontline
E) regional

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Top-Level Management

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.

68) _____

A) operational
B) frontline
C) top-level
D) strategic
E) tactical

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Bloom's : Analyze
Topic : Middle Level Management

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

69) _____

A) frontline
B) middle-level
C) lower-level
D) operational
E) top-level

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Middle Level Management

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.

70) _____

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

A) frontline
B) tactical
C) operational
D) top-level
E) strategic

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Bloom's : Analyze
Topic : Middle Level Management

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

71) _____

A) frontline manager.
B) middle manager.
C) top-level manager.
D) tactical manager.
E) strategic manager.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Management
Bloom's : Analyze

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

72) _____

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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Management

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

73) _____

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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Management

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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.

74) _____

A) frontline
B) tactical
C) middle-level
D) top-level
E) strategic

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Management
Bloom's : Analyze

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

75) _____

A) strategic
B) middle
C) primary
D) operational
E) tactical

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Management

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

76) _____

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Functional Management

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

77) _____

A) communication
B) technical
C) interpersonal
D) conceptual
E) decision

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Managerial Skills
Learning Objective : 01-05 Define the skills you need to be an effective manager.

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

78) _____

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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
Bloom's : Understand
Difficulty : 2 Medium
Topic : Managerial Skills
Learning Objective : 01-05 Define the skills you need to be an effective manager.
AACSB : Communication

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

79) _____

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 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.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Specialization

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

80) _____

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

A) study skills
B) technical skills
C) negotiation skills
D) counseling skills
E) manipulative skills

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Managerial Skills
Learning Objective : 01-05 Define the skills you need to be an effective manager.

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

81) _____

A) conceptual
B) administration
C) interpersonal
D) communication
E) technical

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Managerial Skills
Learning Objective : 01-05 Define the skills you need to be an effective manager.

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

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82) _____

A) technical
B) communication
C) conceptual
D) interpersonal
E) decision-making

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Managerial Skills
Learning Objective : 01-05 Define the skills you need to be an effective manager.

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

83) _____

A) leader
B) figurehead
C) entrepreneur
D) disseminator
E) monitor

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

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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.

84) _____

A) disseminator
B) spokesperson
C) liaison
D) figurehead
E) disturbance handler

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Difficulty : 2 Medium
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

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

85) _____

A) spokesperson
B) liaison
C) leader
D) disturbance handler
E) monitor

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Management Leading and Collaborating in a Competitive World 14th Edition by Bateman CH01

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

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

86) _____

A) conceptual and decision skills
B) selling skills
C) language fluency
D) technical skills
E) negotiating skills

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Difficulty : 2 Medium
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

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

87) _____

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

A) liaison
B) disturbance handler
C) negotiator
D) disseminator
E) figurehead

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Difficulty : 2 Medium
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

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

88) _____

A) Decision-making
B) Technical
C) Interpersonal
D) Professional
E) Conceptual

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

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

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89) _____

A) technical skills.
B) interpersonal and communication skills.
C) diagnostic and relational skills.
D) statistical and analytical skills.
E) conceptual and decision skills.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Difficulty : 2 Medium
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

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

90) _____

A) conceptual skills
B) decision skills
C) technical skills
D) entrepreneurial skills
E) statistical skills

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Managerial Skills
Learning Objective : 01-05 Define the skills you need to be an effective manager.

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

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.

91) _____

A) conceptual and decision
B) informational
C) technical
D) intellectual and language
E) negotiation

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

92) Individuals' conceptual and decision-making skills

92) _____

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.

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Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Managerial Skills
Learning Objective : 01-05 Define the skills you need to be an effective manager.

93) Emilia understands her own strengths and limitations, she manages her feelings and decisions well, and she deals effectively with other people. Emilia has

93) _____

A) verbal intelligence.
B) business intelligence.
C) cultural intelligence.
D) leadership intelligence.
E) emotional intelligence.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06 Understand the principles that will help you manage your career.
Topic : 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 local business, he will rely upon the _____ that he has developed with these individuals to ensure a successful transition to a new career.

94) _____

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

A) knowledge management
B) competitive advantages
C) social capital
D) emotional intelligence
E) specialist skills

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Managerial Skills
Learning Objective : 01-06 Understand the principles that will help you manage your career.

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

95) _____

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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Managerial Skills
Learning Objective : 01-06 Understand the principles that will help you manage your career.

96) Emotional intelligence can best be defined as

96) _____

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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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-06 Understand the principles that will help you manage your career.
Topic : Emotional Intelligence

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

97) _____

A) self-acceptance.
B) empathy.
C) technical skills.
D) decision-making skills.
E) self-control.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06 Understand the principles that will help you manage your career.
Topic : Emotional Intelligence

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

98) Being self-reliant means individuals should

98) _____

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.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06 Understand the principles that will help you manage your career.
Topic : Emotional Intelligence

99) Goodwill stemming from social relationships is called

99) _____

A) social empathy.
B) social capital.
C) emotional intelligence.
D) emotional capital.
E) social value.

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Management Leading and Collaborating in a Competitive World 14th Edition by Bateman CH01

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-06 Understand the principles that will help you manage your career.
Topic : Social Capital

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

100) _____

A) self-reliant employees.
B) agents for social capital.
C) passive employees.
D) emotionally intelligent employees.
E) connected team members.

Question Details
Accessibility : Keyboard Navigation
Gradable : automatic
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06 Understand the principles that will help you manage your career.
Topic : Emotional Intelligence

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Management Leading and Collaborating in a Competitive World 14th Edition by Bateman CH01

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 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?

101) _____

A) speed
B) innovation
C) quality
D) service
E) cost competitiveness

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Topic : Competitive Advantage
Bloom's : Analyze
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

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?

102) _____

A) sustainability
B) service
C) quality
D) cost competitiveness
E) innovation

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Topic : Competitive Advantage
Bloom's : Analyze
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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 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)

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103) _____

A) strategic manager.
B) frontline manager.
C) operational manager.
D) tactical manager.
E) middle-level manager.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Top-Level Management

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?

104) _____

A) conceptual and decision skills
B) monitoring skills
C) interpersonal skills
D) technical skills
E) negotiating skills

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

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

When Markus 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.

105) _____

A) planning
B) organizing
C) leading
D) controlling
E) staffing

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Topic : Functional Management
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

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

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?

106) _____

A) planning
B) organizing
C) leading
D) controlling
E) decision making

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Controlling

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

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

107) _____

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

A) planning
B) organizing
C) leading
D) controlling
E) decision making

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Leading

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

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

108) _____

A) planning
B) organizing
C) leading
D) controlling
E) budgeting

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e
Topic : Organizing

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 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?

109) _____

A) negotiator
B) liaison
C) disseminator
D) spokesperson
E) entrepreneur

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Management Leading and Collaborating in a Competitive World 14th Edition by Bateman CH01

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?

110) _____

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Management Leading and Collaborating in a Competitive World 14th Edition by Bateman CH01

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 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?

111) _____

A) liaison
B) figurehead
C) spokesperson
D) entrepreneur
E) disturbance handler

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

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 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.

112) _____

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A) strategic
B) frontline
C) tactical
D) operations
E) administrative

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Top-Level Management

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 company.

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

113) _____

A) strategic
B) operations
C) frontline
D) tactical
E) top-level

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Middle Level Management

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 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.

114) _____

A) strategic
B) tactical
C) middle
D) top-level
E) frontline

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Gradable : automatic
AACSB : Knowledge Application
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Topic : Management

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Management Leading and Collaborating in a Competitive World 14th Edition by Bateman CH01

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 company.

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

115) _____

A) interpersonal skills
B) conceptual skills
C) technical skills
D) tactical skills
E) decision-making skills

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : automatic
Bloom's : Analyze
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

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?

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Management
Gradable : manual

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

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Summarize the major challenges of managing in the new competitive landscap
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Topic : Management
Gradable : manual

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

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Topic : Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Gradable : manual
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

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

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Topic : Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Gradable : manual
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Topic : Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Gradable : manual
Learning Objective : 01-02 Describe the sources of competitive advantage for a company.

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

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Gradable : manual
Topic : Managerial Skills
Learning Objective : 01-03 Explain how the functions of management are evolving in today's business e

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 2 Medium
Gradable : manual
Learning Objective : 01-06 Understand the principles that will help you manage your career.
AACSB : Reflective Thinking
Topic : Social Capital

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

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Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Gradable : manual
Topic : Managerial Skills

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

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-04 Compare how the nature of management varies at different organizational le
Gradable : manual
Topic : Managerial Skills

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

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Management Leading and Collaborating in a Competitive World 14th Edition by Bateman CH01

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Bloom's : Understand
Difficulty : 2 Medium
Gradable : manual
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

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

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Gradable : manual
Learning Objective : 01-05 Define the skills you need to be an effective manager.
Topic : Functional Management

127) Explain the importance of emotional intelligence.

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Gradable : manual
Learning Objective : 01-06 Understand the principles that will help you manage your career.
Topic : 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.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Understand
Difficulty : 2 Medium
Gradable : manual
Learning Objective : 01-06 Understand the principles that will help you manage your career.
Topic : You and Your Career

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

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Gradable : manual
Learning Objective : 01-06 Understand the principles that will help you manage your career.
Topic : Emotional Intelligence

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

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Gradable : manual
Learning Objective : 01-06 Understand the principles that will help you manage your career.
Topic : Emotional Intelligence

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 2 Medium
Gradable : manual
Learning Objective : 01-06 Understand the principles that will help you manage your career.
AACSB : Reflective Thinking
Topic : Specialization

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Management Leading and Collaborating in a Competitive World 14th Edition by Bateman CH01
Answer Key

Test name: CH01

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

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

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

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

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

6) FALSE

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

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

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

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

10) B
Technology both complicates things and creates new opportunities.

11) A
Knowledge management is about finding, unlocking, sharing, and capitalizing on the most precious resources of an organization: people's expertise, skills, wisdom, and relationships.

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12) A
In 2003 tech guru Tim O'Reilly coined the term "Web 2.0" to describe the exciting new wave of social networking start-ups that allow users to publish and share information.

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

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

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

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

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

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

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

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

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

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

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

24) D
Innovation is the introduction of new goods and services, such as a new way to deliver digital content. A firm must adapt to changes in consumer demands and to new competitors.

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

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

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

28) E

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

29) B

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

30) C

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

31) B

In general, quality is the excellence of a product. The importance of quality and the standards for acceptable quality have increased dramatically in recent years.

32) A

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

33) B

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

34) C

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

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

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

37) C
The best managers and companies deliver on all six sources of competitive advantage.

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

39) A
Planning is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals.

40) C

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

41) C

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

42) E

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

43) B

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

44) C

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Historically, organizing involved creating an organization chart and having traditional HR functions. In the future, effective managers will build organizations that are flexible and adaptive, particularly in response to competitive threats and customer needs.

45) E

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

46) A

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

47) D

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

48) A

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

49) B

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

50) B

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

51) B

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

52) C

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

53) D

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

54) D

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

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

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

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

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

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

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

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

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

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

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

65) A
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.

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

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

68) E
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.

69) B

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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.

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

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

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

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

74) A

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

75) D

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

76) E

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

77) B

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

78) C

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

79) D

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

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

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

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

83) C
The entrepreneur role is responsible for searching for new business opportunities and initiating new projects to create change. It is one of the decisional roles played by managers.

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

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

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

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

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

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

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

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

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92) E

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

93) E

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

94) C

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

95) B

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

96) C

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

97) B

A common complaint about leaders, especially newly promoted ones who had been outstanding individual performers, is that they lack what is perhaps the most fundamental of EQ skills: empathy. The issue is not lack of ability to change, but the lack of motivation to change.

98) A

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

99) B

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

100) C

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

101) B

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

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

103) A
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.

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

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

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

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

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

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

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

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

112) A

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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.

113) D

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

114) E

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

115) A

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

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

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 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).

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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 producing physical goods, most workers have been freed up to provide services or "abstract goods" such as software, entertainment, data, and advertising. These workers, whose primary contributions are ideas and problem-solving expertise, are often referred to as *knowledge workers*. Examples will vary but should address the ways in which knowledge managers find human assets, help people collaborate and learn, generate new ideas, and harness those ideas into successful innovations.

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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 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.

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

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

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

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, informational, and other resources needed to achieve goals. Organizing activities include attracting people to the organization, specifying job responsibilities, grouping jobs into work units, marshaling and allocating resources, and creating conditions so that people and things work together to achieve maximum success. **Leading** is stimulating people to be high performers. It includes motivating and communicating with employees, individually and in groups. Leading involves connecting directly with people, helping to guide and inspire them toward achieving team and organizational goals. Leading takes place in teams, departments, and divisions as well as at the tops of large organizations. **Controlling** involves monitoring performance and implementing necessary changes. By controlling, managers make sure the organization's resources are being used properly and that the organization is meeting its goals such as quality and worker safety.

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

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 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.

123) Student answers will vary but should demonstrate an accurate knowledge about the types of managers found at three broad organizational levels: top level, middle level, and frontline. Top-level managers are the senior executives of an organization and are responsible for its overall management. Top-level managers, often referred to as *strategic managers*, are supposed to focus on long-term issues and emphasize the survival, growth, and overall effectiveness of the organization. Middle-level managers are located in the organization's hierarchy below top-level management and above the frontline managers. 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 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.

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

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 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.

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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 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.

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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 idea that technical skills are most important early in a career, conceptual and decision-making skills become more important as you rise higher in the company, and that interpersonal skills such as communicating effectively with customers and being a good team player are important at every level of management.

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 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.

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

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

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

Management Leading and Collaborating in a Competitive World 14th edition Bateman Test Bank

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 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.

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