Management Practical Introduction 10th edition Kinicki Test Bank

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Management Practical Introduction 10th Edition by Kinicki 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) In management, being effective means using resources wisely and cost-effectively.

1) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Effectiveness

2) Deshi manages a popular beachfront eatery. When Deshi is setting employee schedules, assigning sections and work responsibilities, and ordering extra inventory, he is engaged in the leading function of the management process.

2) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-02: List the four principle functions of a manager.
Topic : Organizing

3) Juliana, a regional director for a national chain of dental clinics, is comparing the goals of the clinics in her region with their recent sales. She identifies three clinics that are underperforming, and she schedules meetings with those managers to discuss corrective action. Juliana is engaged in the *controlling* management function.

3) _____

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◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-02: List the four principle functions of a manager.
Topic : Controlling

4) As a manager of a high-end jewelry design brand, Reyhan makes strategic long-term decisions about his company's overall direction. In addition, he creates the overall corporate goals, policies, and strategies. In light of these tasks, Reyhan must be a middle manager.

4) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Top managers

5) Breyona is a district manager who oversees several store managers in a national children's clothing retail chain. Breyona reports directly to the vice president of marketing, a member of top management. Breyona is a middle manager.

5) _____

◎ true
◎ false

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Middle managers

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

6) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles
Bloom's : Remember
Difficulty : 1 Easy

7) *Human skills* consist of the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together.

7) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05: Discuss the skills of an outstanding manager.
Topic : Managerial Skills

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8) Organizations can gain a competitive advantage simply by selling products and services at a lower price than competitors.

8) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Competitive Advantage
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy

9) Robert is implementing a new project management system at his organization. The system will allow his company to more efficiently deliver their services. Based on this information, Robert is able to both manage for competitive advantage and ethical standards.

9) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
AACSB : Knowledge Application
Topic : Innovation
Difficulty : 3 Hard

10) Ari wanted to improve his career readiness and identified some competencies he wanted to develop. He decided to significantly overhaul his daily routines so he could quickly improve these competencies. Based on what you know about the process for managing career readiness, Ari most likely will struggle to develop his chosen competencies.

10) _____

◎ true
◎ false

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Management Practical Introduction 10th Edition by Kinicki CH01

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Apply
Learning Objective : 01-08: Describe the process for managing your career readiness.
Difficulty : 3 Hard
Topic : Career Readiness

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

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

11) _____

A) the art of efficiency and effectiveness
B) the science of helping people
C) the synergy of accomplishing things
D) the art of getting things done through people

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
Topic : Management
AACSB : Knowledge Application
Bloom's : Remember

12) At Rita's restaurant 'Ritas + Tacos, employees work together to achieve the company's goals and purposes. Rita's 'Ritas + Tacos is a(n)

12) _____

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

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
Topic : Management
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy

13) Isamu owns I Pity the Foot, a retail shoe store. Isamu carefully controls costs by ordering in bulk, limiting labor costs, and renting the additional space in his building to another business. Isamu is an example of a(n) _____ manager.

13) _____

A) effective
B) detail
C) efficient
D) macro

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
AACSB : Knowledge Application
Topic : Efficiency

14) The director of human resources, Sierra, is widely regarded as being sharp in her decision making and as usually meeting her goals. Sierra is an example of a(n) _____ manager.

14) _____

A) effective
B) diverse
C) detail
D) efficient

Management Practical Introduction 10th edition Kinicki Test Bank

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Effectiveness

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

15) _____

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

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
Topic : Management
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy

16) When your influence as a manager is multiplied far beyond the results that can be achieved by just one person acting alone, you are thought to have

16) _____

A) a multiplier effect.
B) synergy.
C) social capital.
D) a competitive advantage.

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
Topic : Management
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy

17) Management students may not immediately become managers, but studying management can help you

17) _____

A) understand how organizational decisions are made.
B) better manage money.
C) improve your technology skills.
D) counsel others on personal and family issues.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
Topic : Management
AACSB : Knowledge Application

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

18) _____

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

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
Topic : Management
AACSB : Knowledge Application

19) Karam is a top manager at a large plumbing supply company. Caroline, the company president, noticed that recent college graduate and first-line managers tend to gravitate toward Karam. They approach Karam for advice, especially on important matters, even though he does not directly supervise most of them. Caroline realizes that Karam isacting as a(n) _____ to junior employees.

19) _____

A) mentor
B) client
C) entrepreneur
D) middle manager

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
AACSB : Knowledge Application
Topic : Managerial Roles

20) What are the four principal functions of management?

20) _____

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A) scheduling, organizing, leading, and mentoring
B) staffing, planning, motivating, and delegating
C) planning, organizing, leading, and controlling
D) staffing, planning, profiting, and delegating

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02: List the four principle functions of a manager.
Topic : Functions of Management

21) When the manager of a local auto repair shop sets goals and then develops a blueprint for how to achieve them, she is

21) _____

A) planning.
B) leading.
C) delegating.
D) organizing.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02: List the four principle functions of a manager.
Topic : Planning

22) Samara conscientiously strives to achieve both efficiency and effectiveness for her company. She carefully plans, organizes, leads, and controls her company resources, including her employees. Samara is

22) _____

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A) developing synergy.
B) delegating.
C) entrepreneurship.
D) managing.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
Topic : Management
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy

23) At Quality Cuts Butcher Shop, Morgan is deciding which products will be processed on which days, how many workers will be scheduled, and who will be in charge of the work flow. Which of the four key management functions is Morgan using?

23) _____

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-02: List the four principle functions of a manager.
Topic : Organizing

24) When a cross-town competitor closed suddenly, the number of customers at Janie's Gun Gallery increased dramatically. Janie inspired her team to put in extra effort to meet every customer's needs. Which of the four key management functions was Janie using?

24) _____

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-02: List the four principle functions of a manager.
Topic : Leading

25) As the yardmaster for Onion Pacific Railroad, Tamar regularly performed the management process. When Tamar assigned engineers to train routes, he was _____, and when he calculated how many trains arrived on time he was _____.

25) _____

A) organizing; controlling
B) delegating; leading
C) controlling; planning
D) planning; delegating

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
AACSB : Knowledge Application
Learning Objective : 01-02: List the four principle functions of a manager.
Difficulty : 3 Hard
Topic : Functions of Management

26) As regional manager of a dollar store chain, Kamile compares weekly sales reports from each store with projected sales goals and then takes corrective action if needed. Which of the four key management functions is Kamile using?

26) _____

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A) goal setting
B) controlling
C) organizing
D) leading
E) motivating

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-02: List the four principle functions of a manager.
Topic : Controlling

27) An analogy by management theorist Peter Drucker compared the workplace of the future to

27) _____

A) the Great Depression.
B) a science fiction movie.
C) a reality television show.
D) a symphony orchestra.

Question Details
Accessibility : Keyboard Navigation
Topic : Management
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03: Describe the levels and areas of management.

28) Masato is the billing manager for a large primary care clinic. He has expertise with the accounting software, insurance coverages, and handling client concerns. Because he possesses these technical skills, Masato can be considered a(n) _____ worker.

28) _____

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Topic : Management
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.

29) Which of the following lists the levels of management from highest to lowest on the managerial pyramid?

29) _____

A) store, regional, director, vice president
B) upper, middle, lower
C) top, middle, first-line, team leaders
D) first-line, advisors, top, executives

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Levels of Management

30) As chief people officer (CPO) at a major beverage manufacturer, Clarence regularly contributes to discussions about the direction of the firm and how his division can influence the employees to work toward organizational goals. Clarence is probably a(n)

30) _____

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A) first-line manager.
B) regional supervisor.
C) middle manager.
D) top manager.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Top managers

31) Amelia pays a lot of attention to her company's competitors, she watches for long-run opportunities and problems, and she devises strategies for how her company will respond. Amelia is a(n)

31) _____

A) team leader.
B) first-line supervisor.
C) department manager.
D) top-level manager.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Top managers

32) Jayden, a factory manager for a multinational plastics manufacturing company, received an e-mail from the CEO explaining an important change being made by the company. Jayden's factory along with three others would be changing their production lines to begin manufacturing plastic medical containers. As a middle manager, Jayden will be expected to

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32) _____

A) oversee the change process and coordinate the department managers in his factory.
B) review whether this change seems like the best strategy for the company to follow.
C) inform the stockholders about the company's move into medical products.
D) be solely focused on ensuring the company's taxes are submitted on time.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Middle managers

33) Dillon manages the service desk. This entails making short-term decisions about customer refunds and directing the daily tasks of the service employees. This is the beginning of Dillon's managerial career, so he is probably a(n)

33) _____

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

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : First-line Mmanagers

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34) Jorge is an associate for a large retailer. Sometimes Jorge works alone answering customer questions or moving inventory. Other times, he works with other associates to rearrange displays or complete large orders. Jorge is probably a(n)

34) _____

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Nonmanagerial Employees

35) If you were working as a vice president of human resources, you would be considered a(n)

35) _____

A) team leader.
B) advisory manager.
C) board member.
D) functional manager.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Functional Manager

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36) Kindred Spirits Stables (KSS) is a therapeutic horse-riding organization that provides emotional, mental, and behavioral therapies to anyone who needs them. KSS charges enough to cover its operational costs, but it does not expect to make money. KSS is probably a

36) _____

A) nonprofit organization.
B) mutual-benefit corporation.
C) servant organization.
D) for-profit company.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
AACSB : Knowledge Application
Difficulty : 1 Easy
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Types of Organizations

37) Olivia works as a county animal-control officer. Her job is to assist all the residents of her county with stray, nuisance, and lost animals, but she is restricted from providing animal-control services in adjoining counties. Olivia probably works for a _____organization.

37) _____

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Types of Organizations

Management Practical Introduction 10th edition Kinicki Test Bank

38) Each month, Nathan attends a meeting of the local chapter of the Society for Human Resource Management (SHRM). Nathan and other human resources professionals volunteer their time to create professional development sessions and networking opportunities that allow them to advance their careers. SHRM is probably a(n) _____ organization.

38) _____

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Types of Organizations

39) As police chief in a small town, Luciano is very concerned about measuring the success of his organization. How might Luciano measure success?

39) _____

A) based on whether he saved enough department funds last year
B) based on social media comments related to local homelessness
C) by increasing the amount of revenue earned from tickets and fines
D) by considering the effectiveness of the police in protecting and serving the town

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Types of Organizations

40) According to management scholars Porter and Nohria, modern managers should expect to

40) _____

A) work long hours with limited interpersonal interactions.
B) be responsible for one department or project at a time.
C) spend almost all of their time communicating with others.
D) supervise employees who are working to meet the managers' demands.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles

41) Mintzberg theorized that managers play which three broad types of roles?

41) _____

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

Management Practical Introduction 10th edition Kinicki Test Bank

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles
Bloom's : Remember
Difficulty : 1 Easy

42) As a store manager, Kanu bargains for fair wholesale prices for the products her company purchases. When handling this responsibility, Kanu is playing the _____ role.

42) _____

A) resource allocator
B) negotiator
C) leadership
D) monitor

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles

43) As distribution manager, Hassan is constantly gathering information about shipping rates, improvements in logistics analysis, and competitors' strategies for reducing distribution costs. Hassan is playing the _____ role.

43) _____

A) liaison
B) resource allocator
C) disseminator
D) monitor

Management Practical Introduction 10th edition Kinicki Test Bank

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles

44) As a university president, Hazine presents diplomas at commencement, announces awards and promotions to faculty, and issues regular statements about the importance of adhering to university policies. These behaviors are part of Hazine playing the _____ role.

44) _____

A) resource allocator
B) figurehead
C) disseminator
D) entrepreneur

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles

45) To maintain a competitive advantage, the top management of a national furniture store decided to increase employee training, increase incentives for employees, and initiate a progressive discipline approach. These decisions were made by managers playing a _____ role.

45) _____

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A) figurehead
B) leadership
C) disturbance handler
D) decisional

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles

46) Kayo initiates and encourages innovation, fixes unforeseen problems, sets priorities about the use of resources, and works with others to accomplish organizational goals. Together, these responsibilities comprise which type of managerial role?

46) _____

A) disseminator
B) interpersonal
C) leadership
D) decisional

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles

Management Practical Introduction 10th edition Kinicki Test Bank

47) During the COVID-19 pandemic, a local wine and spirits retailer faced changes in store hours, supply of and demand for its products, sanitizing protocols, and converting to drive-through, curbside, or delivery services only. During this time, the store manager, Owen, shared daily updates with employees by e-mail and on posted announcements. Owen also updated the store's website and social media pages regularly. In this scenario, Owen was playing the _____ role.

47) _____

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles

48) Collette manages a coffee shop that is well-known for its signature purple espresso. This morning, she was informed that the purple espresso beans are backordered for at least three weeks. Collette responds by calling others in her network to fix this supply issue and providing another feature product for her customers. Collette is playing the _____ role.

48) _____

A) monitor
B) resource allocator
C) disturbance handler
D) spokesperson

Management Practical Introduction 10th edition Kinicki Test Bank

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles

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

49) _____

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles

50) Tyrone manages a small lakefront shop that sells fishing tackle and boating gear. One of Tyrone's employees recently suggested that the shop begin to sell variety bags of 3 or 4 fishing lures. Tyrone implemented this idea and the shop now averages selling five variety bags each day. Tyrone's acceptance and implementation of the employee's idea shows that he embraces the _____ role.

50) _____

Management Practical Introduction 10th edition Kinicki Test Bank

A) developer
B) entrepreneur
C) resource allocator
D) liaison

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles

51) Employers find that many college graduates are not career-ready in _____, skills that employers are looking for.

51) _____

A) critical thinking/problem solving, professionalism/work ethic, and teamwork/collaboration
B) professionalism/work ethic, leadership, and oral/written communication
C) oral/written communication, teamwork/collaboration, and global/intercultural fluency
D) leadership, digital technology, and critical thinking

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Topic : Soft Skills
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe

52) Ignacio has excellent *hard skills*, including his competency in _____, as demonstrated by his expertise in developing, delivering, and analyzing his company's social media impact.

52) _____

Management Practical Introduction 10th edition Kinicki Test Bank

A) computational thinking
B) information technology application
C) new media literacy
D) decision making

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Topic : Hard Skills
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe

53) Garrett has excellent *soft skills*, including his competency in _____, as demonstrated by how he established and continues to maintain professional relationships from throughout his education and career experiences.

53) _____

A) networking
B) social intelligence
C) emotional intelligence
D) teamwork/collaboration

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Topic : Soft Skills
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe

54) Patience shows commitment, is self-motivated, accepts responsibility for her actions, and has a proactive learning orientation. Patience is likely career-ready on the _____ competency.

54) _____

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A) core
B) knowledge
C) soft skills
D) attitudes

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe
Topic : Attitudes

55) Murad dreamed of working in the fashion industry. He landed a fashion internship, but the company did not hire him when he graduated. After interviewing with eight other companies, Murad still did not have a job upon graduation. Murad viewed his job search struggles as an opportunity to move to Paris, the fashion capital of the world. Murad is demonstrating

55) _____

A) self-motivation.
B) personal adaptability.
C) openness to change.
D) resilience.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe
Topic : Other Characteristics

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

56) _____

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A) It demonstrates the importance of the competencies.
B) It is up to you to shape your shape your future.
C) It is up to the future employer to offer you a job.
D) It is part of your degree program.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-08: Describe the process for managing your career readiness.
Topic : Career Readiness

57) DeVonte is following the process for managing his career readiness. First, he identified the competencies he wanted to develop, then he considered how content in his textbook relates to his targeted competencies. Next, DeVonte should

57) _____

A) experiment with implementing a few small steps aimed at developing his targeted competencies.
B) evaluate the results of his experimental small steps.
C) assess his willingness to change his career readiness.
D) determine which competencies are easiest to model for others.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-08: Describe the process for managing your career readiness.
Topic : Career Readiness

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

58) _____

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A) monitoring, planning, leading
B) planning, leading, conceptual
C) technical, leading, planning
D) technical, conceptual, human

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05: Discuss the skills of an outstanding manager.
Topic : Managerial Skills

59) Technical skills consist of the

59) _____

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

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Topic : Hard Skills
Learning Objective : 01-05: Discuss the skills of an outstanding manager.

60) Robert Katz theorized that _____ skills are comprised of analytical thinking and understanding complex organizations, while _____ skills are about building interpersonal relationships and cooperative teamwork.

60) _____

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A) technical; conceptual
B) conceptual; human
C) soft; technical
D) innovation; soft

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Topic : Soft Skills
Learning Objective : 01-05: Discuss the skills of an outstanding manager.

61) Tenshi is the president of a regional bank that primarily serves small rural towns throughout an eight state region in the Midwest. A few years into her tenure, some of her bank's customers began moving their accounts to competitors that provided online services. Tenshi had to determine which online banking services would help retain her customers and which were not worth the investment in technology. In the meantime, Tenshi had to maintain quality and innovation on more traditional cashier and drive-through services. To understand how the bank's overall service offerings fit together, Tenshi utilized her _____ skills.

61) _____

A) perceptive
B) conceptual
C) people
D) soft

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-05: Discuss the skills of an outstanding manager.
Topic : Conceptual Skills

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

62) _____

A) people
B) conceptual
C) leadership
D) financial

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Learning Objective : 01-05: Discuss the skills of an outstanding manager.
Topic : Conceptual Skills

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

63) _____

A) technical
B) human
C) partnership
D) culture

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Topic : Soft Skills
Learning Objective : 01-05: Discuss the skills of an outstanding manager.

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64) _____ include leadership and information technology and will be necessary for success no matter your career path; while _____ include social and emotional intelligence and are becoming more important as firms outsource or automate routine tasks.

64) _____

A) Attitudes; core competencies
B) Knowledge; attitudes
C) Core competencies; soft skills
D) Soft skills; other characteristics

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
AACSB : Knowledge Application
Difficulty : 1 Easy
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe
Topic : Core Competencies

65) As a veterinarian technician, Alma offers to perform blood tests to hone her diagnostic skills, volunteers to organize the free spay/neuter clinic twice a year, and trains new employees. Alma is developing her career readiness by

65) _____

A) building self-awareness.
B) learning on-the-job.
C) modeling others who possess her targeted competencies.
D) learning from educational activities.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
AACSB : Knowledge Application
Difficulty : 1 Easy
Topic : Career Readiness
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe

66) To develop your career readiness, you could _____ by asking for honest, targeted feedback from people you trust, or you could _____ by attending training seminars.

66) _____

A) build self-awareness; learn from educational activities
B) learn from on-the-job activities; experiment
C) model others possessing the targeted competencies; build self-awareness
D) experiment; seek experience from student groups

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Career Readiness
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe

67) You are the sales manager for a company that sells many types and sizes of rock and gravel to construction, landscaping, and retail clients. Because the profit margins are razor-thin, you need to ensure that you are getting the very best prices from the quarries. When reviewing the quarterly profit statement, you realize that your costs are higher than they should be, and you trace the higher costs back to an employee who has been lax about getting competitive bids to ensure the lowest prices. To enact the *controlling* management function, what would you do next?

67) _____

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A) determine which employee(s) should be responsible for purchasing, and reorder the workflow to better accomplish the work

B) give an inspirational speech to motivate the employee to improve her effort on the competitive bid process

C) determine the reason for the higher costs, and take action to bring those costs down

D) take corrective action to reduce the cost of rock and gravel

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Apply
Learning Objective : 01-02: List the four principle functions of a manager.
Topic : Controlling

68) Managing for competitive advantage, information technology, and diversity represent key

68) _____

A) managerial challenges.
B) leader concerns.
C) primary policy decisions.
D) managerial obstacles.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Competitive Advantage
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy

69) According to psychologist Mihaly Csikszentmihalyi, the ideal state is a(n) _____ somewhere between boredom and anxiety.

69) _____

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A) professional experience
B) emotional zone
C) mood zone
D) psychological status

Question Details
Accessibility : Keyboard Navigation
Topic : Management
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy

70) Vandelay Industries employs chemical and manufacturing experts who are among the best in the world at developing and producing products that contain latex. Vandelay Industries is highly efficient and outperforms its competitors which results in a(n) _____ over its competition.

70) _____

A) effectiveness advantage
B) synergy
C) leadership bonus
D) competitive advantage

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Competitive Advantage
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy

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71) Managing for competitive advantage is an important challenge to being an exceptional manager. Some organizations focus on _____ by offering goods and services that are more excellent than those offered by competitors; meanwhile, other organizations may focus on _____ by delivering goods and services faster and cheaper.

71) _____

A) customer responsiveness; quality
B) efficiency; innovation
C) innovation; diversity
D) quality; efficiency

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Competitive Advantage
AACSB : Knowledge Application

72) Nina′s Nursery, which retails plants and gardening accessories to local customers, focuses on the first law of business. Thus, Nina′s Nursery always tries to _____ to retain its competitive advantage.

72) _____

A) establish partnerships with vendors
B) take care of the customers
C) increase employee satisfaction
D) make data-driven purchasing decisions

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Competitive Advantage
AACSB : Knowledge Application

73) Dr. B.J. Fogg theorized that changing behaviors into habits begins with which step?

73) _____

A) celebrating each time you perform a tiny change
B) attaching the tiny change to an existing habit
C) identifying a simple, tiny change you can implement
D) identifying something specific you want to accomplish

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-08: Describe the process for managing your career readiness.
Topic : Career Readiness

74) To build a competitive advantage in their local real estate market, owners of a real estate brokerage firm have stayed ahead in the area of _____ by adding virtual home tours, instant chats with realtors, and on-the-spot offers.

74) _____

A) quality
B) diversity
C) efficiency
D) innovation

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Innovation

75) A paper mill located in a small rural town uses complicated, heavy-duty machines to turn logs into toilet paper. When the machines break, there is one local machinist who can make the custom replacement parts that are critical to getting the mill back to full operation. If true, which of these would explain the quality of the machinist's products?

75) _____

A) The mill might put up with poor-quality products.
B) The machinist may stop producing parts needed by the mill.
C) The mill will offer to pay a higher price than the machinist asks.
D) The mill will partner with a machinist in another state to get the parts faster.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Competitive Advantage
AACSB : Knowledge Application

76) An apartment developer is emphasizing _____ by building a new apartment community with as few raw materials and as little labor as possible.

76) _____

A) efficiency
B) synergy
C) diversity
D) quality

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Efficiency

77) Between the years 2020 and 2060, the non-Hispanic white portion of the U.S. population is expected to

77) _____

A) double.
B) increase.
C) remain unchanged.
D) decrease.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Diversity
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy

78) To meet the challenge of managing for diversity, managers should

78) _____

A) avoid hiring women into leadership roles.
B) maximize the contributions of all employees.
C) expect the proportion of African American customers to decline.
D) rely on the government to set affirmative action quotas.

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Diversity
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy

79) According to the American Management Association, dealing with excessive and unimportant e-mail and text messages in the workplace can lead to

79) _____

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

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles
Bloom's : Remember
Difficulty : 1 Easy

80) Even though workers in some industries experience economic downsides, it seems inevitable that _____, the increasingly interconnected nature of business around the world, is here to stay.

80) _____

A) sustainability
B) innovation
C) ethics
D) globalization

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Globalization

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

81) _____

A) Human simulation
B) Simulation production
C) IT simulation
D) Artificial intelligence

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Artificial Intelligence

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

82) _____

A) A strategy database
B) Collaborative computing
C) A knowledge base
D) Knowledge management

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Information Technology

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

83) _____

A) A strategy database
B) Knowledge implementation
C) A wisdom system
D) Knowledge management

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
AACSB : Knowledge Application
Topic : Information Technology

84) Adeline's roofing company won a bid to install roofs on all of the new homes in a 12-acre development. Once underway, Adeline realizes that her employees must work many hours of overtime to meet the project deadlines, but doing so will eliminate the profit she was set to earn. Adeline has considered asking her employees to work extra time without overtime pay, quitting with the work partially done, and paying the overtime out of the company's working capital. In making this decision, Adeline is confronting

84) _____

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A) global standards.
B) international politics.
C) ethical standards.
D) global diversity.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
AACSB : Knowledge Application
Topic : Ethics

85) Heifer International is a charitable organization that focuses on economic development, environmental sustainability, and food security around the world. Heifer International is primarily operated out of a LEED certified building that is renowned for its green construction on revitalized land. This facility serves the organization's business operations and educational mission. Heifer International is managing for

85) _____

A) sustainable development.
B) ethical dilemmas.
C) diversity.
D) career readiness.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
AACSB : Knowledge Application
Topic : Sustainable Development

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

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86) _____

A) is working in a diverse culture.
B) has a supportive family.
C) is working within a supportive or interesting organizational culture.
D) likes his or her job.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Organizational Culture

87) Managers under pressure to meet sales, production, or other targets are thought to be managing for _____, while managers who try to understand the increasingly interconnected nature of business around the world are managing for _____.

87) _____

A) meaningfulness; diversity
B) sustainable development; information technology
C) ethical standards; globalization
D) diversity; competitive advantage

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Managerial Challenges

88) According to research, finding meaningfulness in your life will be associated with

88) _____

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A) decreased productivity.
B) better work and life satisfaction.
C) increased hospitalizations.
D) a longer life span.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Managerial Challenges

89) Apps-a-Plenty is a small organization that develops games to be sold as smartphone applications. Apps-a-Plenty does not maintain an office. Rather, its four employees work from their homes. One lives in Los Angeles, one lives in Philadelphia, one lives in Miami, and one lives in Atlanta. They collaborate via conference calls,video, meetings, and specialized software that allows them to work together in real time. Apps-a-Plenty is an example of

89) _____

A) big data at work.
B) e-commerce.
C) sustainability in action.
D) a virtual organization.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
AACSB : Knowledge Application
Topic : Virtual Organization

90) As the director of nursing at a local hospital, Marianna has a "high-touch job." Which of these most likely describes her work?

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90) _____

A) She provides care directly to patients in the labor and delivery unit.
B) She assigns and supervises the nurses in the critical care unit.
C) She deals with people throughout the hospital and directly affects nurses, patients, and others in the organization.
D) She sets long-term strategy for extending the services offered by the hospital.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Middle managers

91) According to Mintzberg, information handling is the most important part of a manager's job because

91) _____

A) accurate information is vital for making intelligent decisions.
B) managers use information to make decisions to solve problems.
C) constant communication is the norm.
D) managers are responsible for multiple departments, locations, decisions, projects, and people.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles
Bloom's : Remember
Difficulty : 3 Hard

92) Which is better: mindfulness or multitasking?

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92) _____

A) Multitasking is better because you can do many things at once.
B) Mindfulness is better because you are focusing on one thing until it is completed.
C) Mindfulness is better because you can do many things at one time.
D) Multitasking is better because you are prioritizing tasks and doing them in order.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Decision making

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

93) _____

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

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Remember
Difficulty : 1 Easy
Topic : Career Readiness
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe

94) Tanisha, an experienced logistics manager, was recently assigned to oversee a division that is struggling to meet its goals. In her first week, she reviewed the organizational chart, productivity reports, and operational costs. What might Tanisha do with this information?

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94) _____

A) She might move managers into other areas to test their knowledge.
B) She might implement all new software and hire additional staff.
C) She might reorganize the division and rethink the work flows.
D) She might suggest to upper management that the division needs to close.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
Topic : Management
Bloom's : Analyze
Difficulty : 3 Hard

95) After many recent set-backs for the cruise industry, the morale among the Seas the Day cruise ship crew is quite low. In response, Valery, a top manager aboard the ship, reminds the crew about the importance of delivering impeccable service and encourages them to create a fun atmosphere for all the vacationing guests. Valery is engaging in which principal management function?

95) _____

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-02: List the four principle functions of a manager.
Topic : Leading

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96) Monisha is the top executive for a large corporation that makes and sells garden and lawn care products. The company boasts six brands that are made in 14 factories and distributed to thousands of retail locations on two continents. Monisha often feels the need to be in multiple places at once and she deals with continuous diversions of her attention. To be successful, Monisha frequently assigns tasks to others and enables the other leaders to make good decisions when she isn't there. Which of Porter and Nohria's findings best explains Monisha's workdays?

96) _____

A) Managers are always working and they are in constant demand.
B) Managers spend virtually all of their work time communicating with others.
C) Managers have to be purposeful and proactive about managing their time.
D) Managers rely more on verbal than on written communication.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles
Bloom's : Analyze
Difficulty : 3 Hard

97) As a manager, you will play many roles. For example, sometimes you will engage _____ roles which entails interacting with people inside and outside their work units. Other times you will engage _____ roles in which you receive and communicate information with other people inside and outside the organization.

97) _____

A) interpersonal; informational
B) interpersonal; resource allocator
C) informational; liaison
D) figurehead; negotiator

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Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles
Bloom's : Remember

98) Vilma works with a group on projects that are too complicated for one person and frequently necessitates diverse areas of expertise. Vilma's primary role is to ensure the group has everything it needs to achieve its goals. Vilma is probably a

98) _____

A) team leader.
B) shift manager.
C) middle manager.
D) top manager.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Levels of Management

99) The Changs, owners of Forever 21, lacked some of the skills exceptional managers need. Based on the Management in Action case, which skill did they lack the most?

99) _____

A) conceptual
B) technical
C) human
D) interactional

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Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Apply
Learning Objective : 01-05: Discuss the skills of an outstanding manager.
Difficulty : 3 Hard
Topic : Managerial Skills

100) Based on the Management in Action case, which of the following career readiness competencies would have assisted the Changs the most?

100) _____

A) showing commitment
B) generalized self-efficacy
C) openness to change
D) cross-cultural competency

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Apply
Topic : Career Readiness
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe

101) In the Management in Action case, the Changs were presented with big data, including market trends, previous years′ sales figures, and inventory projection, but they seemed to make subsequent decisions without regard for the pertinent data. Which career readiness skill do they seem to be lacking?

101) _____

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A) understanding the business
B) computational thinking
C) ownership/accepting responsibility
D) information technology application

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Topic : Career Readiness
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe

102) In the Management in Action case it is evident that the Changs did not effectively manage for technological advances. How could they have done this?

102) _____

A) They could have focused on international stores because they were struggling.
B) They could have looked into sustainable clothing lines like Zara.
C) They could have stopped acting in isolation from the rest of the company.
D) They could have better utilized big data.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Competitive Advantage
Bloom's : Analyze
Difficulty : 3 Hard

103) Serena is the CEO of Rabbit Records, a major record label based in Los Angeles, California. Serena would like to purchase a new recording studio in New York City. Based on what you know about levels of management, what needs to happen?

103) _____

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A) Nick, a mid-level manager, should ask Ryan, a first-line manager on his operations team, to scout different locations in New York and provide him with options so he can relay them to Serena.

B) Ryan, a first-line manager, should ask Nick, a mid-level manager, to provide him with different cities that Rabbit Records should look into.

C) Ryan, a first-line manager, should tell Claudia, the company's CFO, to budget for the new studio.

D) Nick, a mid-level manager, should give Serena a list of the different cities that Rabbit Records should look into.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Competitive Advantage
Learning Objective : 01-03: Describe the levels and areas of management.
Difficulty : 3 Hard
Bloom's : Evaluate

104) Aaron is trying to further develop his soft skills. Based on what you know about career readiness competencies, which of the following actions will help him the most?

104) _____

A) He needs to use modern technology to analyze data sets in order to achieve organizational goals.

B) He needs to work with different stakeholders and take in their feedback when making decisions.

C) He needs to learn more about different cultures and races so he can improve his understanding of cross-cultural differences.

D) He needs to be more flexible and ready to adapt to changing situations—this will require him to work on his patience and adaptability.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Analyze
Difficulty : 3 Hard
Topic : Career Readiness
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe

105) Jamal, a rather shy person, is looking to improve his ability to network, which is an important career readiness competency. Based on what you know about managing career readiness, what does he do next?

105) _____

A) He needs to make significant changes to the way he interacts with others. This includes jumping out of his comfort zone and reaching out to those in his industry.
B) He needs to make small changes to the way he interacts with others. This includes slowly moving out of his comfort zone and reaching out to a select few in his industry.
C) He needs to identify which career readiness competency he wants to work on. This includes evaluating the different career readiness competencies employers are looking for.
D) He needs to identify the changes he needs to make to his current habits in order to develop his networking skills.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Analyze
Learning Objective : 01-08: Describe the process for managing your career readiness.
Difficulty : 3 Hard
Topic : Career Readiness

ESSAY. Write your answer in the space provided or on a separate sheet of paper.
106) What is efficiency? What is effectiveness? Imagine you manage a local gas station. Which criteria might you use to determine your efficiency as a manager? Which criteria might you use to determine your effectiveness?

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01: Identify the rewards of being an exceptional manager.
Topic : Management

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

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Learning Objective : 01-04: Identify the roles an effective manager must play.
Topic : Managerial Roles
Bloom's : Remember
AACSB : Communication

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

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Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Competitive Advantage
AACSB : Knowledge Application
Bloom's : Apply

109) This question has two parts; be sure to answer each.
First, describe the three principal skills that good managers need to have.
Second, suppose you are the manager of a smartphone repair shop, and give an example of each skill that you might use daily while performing your job.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Apply
Learning Objective : 01-05: Discuss the skills of an outstanding manager.
AACSB : Communication
Topic : Managerial Skills

110) List and describe the four levels of management, including the job responsibilities for someone at each level. For each level of management, discuss some of the activities that would be performed by the managers of Fuel Up, a chain of travel centers that primarily serves semi-truck drivers and long-distance travelers.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-03: Describe the levels and areas of management.
Topic : Levels of Management

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Apply
Learning Objective : 01-02: List the four principle functions of a manager.
Topic : Functions of Management

112) This question has two parts; be sure to answer each.
First, describe the challenges of managing for ethical standards.
Second, suppose you manage a restaurant that works on extremely tight profit margins. You are examining the pantry and you realize that many of the food products have expired. The chances that someone will get sick from consuming the products are slim, and if you discard all of the expired foods you can kiss your profit goodbye this month. What should you do?

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Bloom's : Analyze
Topic : Ethics

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06: Identify the seven challenges faced by most managers.
Topic : Globalization

114) You are now aware that employers expect more from you in terms of career readiness. Describe two reasons why this awareness is valuable to you.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Topic : Career Readiness
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe

115) Discuss what is meant by career readiness.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Remember
Topic : Career Readiness
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Remember
Bloom's : Analyze
Topic : Career Readiness
Learning Objective : 01-07: Define the core competencies, knowledge, soft skills, attitudes, and othe
AACSB : Communication

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117) Describe the keys to success in building your career readiness, and explain what you can do to ensure your own career readiness.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Knowledge Application
Learning Objective : 01-08: Describe the process for managing your career readiness.
Topic : Career Readiness

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Management Practical Introduction 10th Edition by Kinicki CH01
Answer Key

Test name: CH01

1) FALSE
To be *effective* means to achieve results, to make the right decisions, and to successfully carry them out so they achieve the organization's goals. Whereas, to be *efficient* means to use resources such as people, money, and raw materials wisely and cost-effectively.

2) FALSE
Organizing is defined as arranging tasks, people, and other resources to accomplish the work. *Leading* is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals.

3) TRUE
Controlling is defined as monitoring performance, comparing it with goals, and taking corrective action as needed.

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

5) TRUE
Middle managers implement the policies and plans of the top managers. And they supervise and coordinate the activities of the first-line managers.

6) FALSE

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

7) FALSE
Conceptual skills consist of the ability to think analytically, to visualize an organization as a whole and to understand how the parts work together. *Human skills* consist of the ability to work well in cooperation with other people to get things done.

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

9) FALSE
Robert is managing for competitive advantage because he is more efficiently delivering services. However, the use of project management software falls under managing for technological advances, not ethical standards.

10) TRUE
In order to effectively manage career readiness, Ari needs to experiment with implementing a few small steps. Instead, he decided to overhaul his daily routines, which is not recommended and may lead to failure.
11) D
Management, said one pioneer of management ideas, is "the art of getting things done through people."

12) B
An organization is a group of people who work together to achieve some specific purpose.

13) C

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

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

15) A
Management is defined as the pursuit of organizational goals efficiently and effectively.

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

17) A
By studying management, you will have an insider's understanding of how to deal with organizations from the outside.

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

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

20) C

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

21) A
Planning is defined as setting goals and deciding how to achieve them.

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

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

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

25) A
Organizing is defined as arranging tasks, people, and other resources to accomplish the work. *Controlling* is defined as monitoring performance, comparing it with goals, and taking corrective action as needed.

26) B
Controlling is defined as monitoring performance, comparing it with goals, and taking corrective action as needed.

27) D

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

28) D
A knowledge worker is one who has a great deal of technical skill.

29) C
Managers may be classified into four levels: top, middle, first-line, and team leaders.

30) D
An organization's top managers tend to have titles such as "chief executive officer (CEO)," "chief operating officer (COO)," "president," and "senior vice president." Top managers make long-term decisions about the overall direction of the organization.

31) D
Top managers make long-term decisions about the overall direction of the organization. They need to pay a lot of attention to the environment outside the organization, being alert for long-run opportunities and problems and devising strategies for dealing with them.

32) A
Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them.

33) B

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Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of nonmanagerial employees.

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

35) D
A functional manager is responsible for just one organizational activity.

36) A
Nonprofit organizations' purpose is to offer services to some clients, not to make a profit. Some well-known nonprofit organizations are the Red Cross, Boys & Girls Club, and Feeding America.

37) B
Commonweal organizations, a type of nonprofit organization, offer services to all clients within their jurisdictions. Examples are the military services, the U.S. Postal Service, and your local fire and police departments.

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

39) D
In nonprofit organizations, although income and expenditures are very important concerns, the measure of success is usually the effectiveness of the services delivered.

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40) C
Managers spend virtually all of their work time communicating with others.

41) D
According to management scholar Henry Mintzberg, managers play threebroad types of roles— *interpersonal, informational*, and *decisional*.

42) B
To be a manager is to be a continual *negotiator*, working with others inside and outside the organization to accomplish your goals.

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

44) B
In a figurehead role, the employee may show visitors around the company. In general, they perform symbolic tasks that represent the organization.

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

46) D

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

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

48) C
Unforeseen problems, from product defects to international currency crises, require a manager to be a disturbance handler, fixing problems.

49) A
The informational role of a spokesperson requires one to be diplomatic, putting on the best face of the activities of a work unit or organization to people outside it.

50) B
A good manager is expected to be an entrepreneur, to initiate and encourage change and innovation.

51) B
See Figure 1.3, which shows the results of a study reflecting the gap between how college seniors see themselves as career-ready and how employers think of them. The employers found that college graduates were lacking in professionalism/work ethic, leadership, and oral/written communication.

52) C

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Skills in the knowledge category, generally referred to as "hard skills," encompass the basic knowledge employers expect you to possess, including new media literacy which is the ability to develop, evaluate, and use new media forms, and to apply these media for persuasive communication, as well as the ability to stay up-to-date with the latest media trends and to leverage them in the interest of the organization.

53) A
Soft skills include the ability to obtain, interpret, and analyze information while creatively solving problems.

54) D
Attitudes are a learned predisposition toward a given object. People with career-ready attitudes are competent in ownership/accepting responsibility, self-motivation, proactive learning orientation, showing commitment, positive approach, and career management.

55) D
Resilience is the ability to bounce back from adversity and to sustain yourself when faced with a challenge.

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

57) D
The third step involves experimenting with small steps aimed at developing your targeted career readiness competencies.

58) D

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

59) C
Technical skills consist of the job-specific knowledge needed to perform well in a specialized field.

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

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

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

63) B
Human skills consist of the ability to work well in cooperation with other people to get things done.

64) C
Core competencies are necessary to be career-ready for any career path. Soft skills are defined as interpersonal or “people” skills needed for success at work.

65) B

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To develop career readiness, you could learn from on-the-job activities such as seeking new assignments that require you to use one of your targeted competencies, serving as a coach to another employee, or volunteering for special projects or committees.

66) A
When developing career readiness, asking for feedback is a way to build self-awareness; attending training seminars is an example of learning from educational activities.

67) D
When you take part in the *controlling* function of management, you monitor performance, compare it with goals, and take corrective action as needed.

68) A
To be an exceptional manager, one must face the challenges of managing competitive advantage, information technology, and diversity, as well as globalization, ethical standards, sustainability, and happiness and meaningfulness.

69) B
In the view of psychologist Mihaly Csikszentmihalyi, the ideal state that many people seek is an emotional zone somewhere between boredom and anxiety.

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

71) D

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

72) B
The first law of business is: take care of the customer.

73) D
Dr. Fogg's three-step process to turn managing your career readiness into a habit begins with identifying something specific you want to accomplish.

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

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

76) A
Companies strive to produce goods or services as quickly as possible using as few employees (and raw materials) as possible.

77) D

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Between the years 2020 and 2060, African American, Asian, and Hispanic individuals will make up increasing proportions of the U.S. population, while the proportion of non-Hispanic white individuals will fall substantially.

78) B
The challenge to the manager of the near future is to maximize the contributions of employees diverse in gender, age, race, ethnicity, and sexual orientation.

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

80) D
U.S. firms have been going out into the world in a major way, even as the world has also been coming to them. This increasingly interconnected nature of business around the word, called *globalization*, has had economic downsides for workers in some industries, but the fact is that it is likely here to stay.

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

82) B

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

83) D
Knowledge management is the implementing of systems and practices to increase the sharing of knowledge and information throughout an organization.

84) C
Under pressure to meet sales, production, and other targets, managers can find themselves confronting ethical dilemmas.

85) A
Sustainable development is defined as economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

86) C
Meaningfulness is the sense of "belonging to and serving something that you believe is bigger than the self."

87) C
Under pressure to meet sales, production, and other targets, managers can find themselves confronting ethical dilemmas. This increasingly interconnected nature of business around the world is called *globalization*.

88) B

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Research clearly shows that a sense of meaningfulness in your life is associated with better health, work and life satisfaction, and performance.

89) D
Organizations and their employees are no longer as bound by time zones and locations. The "virtual" organization gets work done by using a combination of telecommuting, videoconferencing, digital work tracking, and project management software.

90) C
Managers that have "high-touch" jobs deal with people rather than computer screens or voice-response systems, and can directly affect employees, customers, and suppliers.

91) A
The most important part of a manager's job, Mintzberg believed, is information handling, because accurate information is vital for making intelligent decisions.

92) B
Mindfulness is the awareness that emerges through paying attention on purpose, in the present moment, and nonjudgmentally to the unfolding of experience moment by moment. Learning how to focus just on the task or conversation at hand is actually an invaluable way to get *more* done. By focusing on one thing at a time, you can complete it fully, put it behind you. Multitasking, on the other hand, divides the mind's attention and actually slows work down.

93) C
Career readiness represents the extent to which you possess the knowledge, skills, and attributes desired by employers.

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94) C
Good managers are concerned with trying to achieve both efficiency and effectiveness. Reorganizing the division and the work flows move the division toward "doing things right."

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

96) C
Porter and Nohria found that managers have to be purposeful and proactive about managing their time. Managers have full plates at times, feel the need to be in multiple places at once, and deal with constant interruptions. Skilled managers delegate tasks and enable broad integrating solutions to be achieved by others.

97) A
In their interpersonal roles, managers interact with people inside and outside their work units. In their informational roles managers receive and communicate information with other people inside and outside the organization.

98) A
Organizations use teams for tasks that can't be accomplished by one person alone because they require a variety of perspectives, knowledge, and skills. Team leaders facilitate team members' activities to help teams achieve their goals. In other words, team leaders see to it that their team members have everything they need to be successful.

99) A

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Conceptual skills consist of the ability to think analytically, to visualize an organization as a whole and understand how the parts work together. The Forever 21 leadership team operated largely in isolation from the rest of the company, and every decision had to go through Mr. and Mrs. Chang. This made it difficult for the team to see the company as a whole.

100) C

The openness to change career readiness competency refers to flexibility when confronted with change, ability to see change as a challenge, and willingness to apply new ideas, processes, or directives. Here, while Forever 21 was busy maintaining laser focus on physical expansion, direct competitors like Zara were adapting with sustainable clothing lines and streamlined online shopping experiences. Furthermore, there is little evidence that the Changs made any substantial changes to the company's processes, systems, or supply chain in recent years. It seems, therefore, that the Changs were not open to change.

101) B

The career readiness competency of computational thinking reflects one's ability to use numbers to distill abstract concepts and conduct data-based reasoning. It also includes the ability to work with and interpret big data.

102) D

Although the Changs were given big data, they made decisions based on gut feelings instead of relying on this information.

103) A

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Top managers, like Serena and Claudia, make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it. Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. First-line managers, such as Nick, make short-term operating decisions. In this case, Nick should execute on Serena's plans by supervising Ryan's work. Moreover, neither Nick nor Ryan should be providing Serena with different cities as she's already made her decision.

104) B

Soft skills are defined as interpersonal or "people" skills needed for success at work. These are not knowledge or technical skills. Soft skills include decision making, social intelligence, networking, and emotional intelligence. Working with different stakeholders and using their feedback when making decisions directly touch upon many of these skills.

105) D

Based on Figure 1.5, if Jamal wants to improve his ability to network, he needs to first identify changes he needs to make to his current habits. As a shy person, Jamal may need to learn to slowly reach out to more people. Identifying which concepts are relevant for developing his networking skills are the immediate next step, and when that has been completed, he needs to make small changes to the way he interacts with others.

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

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

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

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

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107) Mintzberg identified three important roles played by managers:

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

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

Decisional roles—Managers use information to make decisions to solve problems or take advantage of opportunities. The four decision-making roles are entrepreneur, disturbance handler, resource allocator, and negotiator. As an *entrepreneur*, you initiate and encourage change and innovation, perhaps by leading an initiative to decrease energy consumption by 10 percent within the office. As a *disturbance handler*, you fix unforeseen problems, perhaps using technical skills to help get the production process back on track. As a resource allocator, you set

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priorities about the use of resources, making sure that you are investing time and money in activities that will offer a high return on investment. As a *negotiator*, you work with others inside and outside the organization to accomplish your goals, understanding the give-and-take (negotiating skills) that successful management requires.

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108) First, describe competitive advantage and its four areas.

Second, suppose you manage a hotel in Nashville, TN, near the popular Broadway music district that primarily hosts tourists and music industry workers who are in town for gigs. Acknowledging that Airbnb, VRBO, and similar others are increasingly competitive, give examples of how you would maintain competitive advantage in each of the four areas.

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

To be responsive to customers, your hotel should always take care of its customers. Examples will vary and might include communication strategies, loyalty programs, discounts, or concierge services.

To be innovative, your hotel must find ways to deliver new or better goods or services. Examples will vary and might include in-house entertainment, personalized room amenities, digital key cards, or on-site workout classes.

To ensure quality, your hotel must offer better travel experiences than competitors. Examples will vary and might include updated furnishings, smart TVs, Bluetooth sound systems, or high-end in-house restaurants.

To ensure efficiency, your hotel should utilize as few employees and raw inputs as possible. Examples will vary and may include flexible scheduling or job-sharing, extending the time linens and towels are used by a guest, or ordering in bulk.

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109) Good managers need to work on developing three principal skills. The first is *technical skills*, which consist of job-specific knowledge needed to perform well in a specialized field. The manager of a smartphone repair shop needs to understand how to diagnose and repair or replace broken smartphones.

The second is *conceptual skills*, or the ability to think analytically. The manager of a smartphone repair shop needs to think about the shop's customer base and how to increase both number of customers and profitability.

The third is *human skills*, or the ability to interact well with people. The shop manager needs to get the best out of his employees, clearly communicate with customers, and build strong partnerships with suppliers.

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110) Managers may be classified into four levels: top, middle, first-line, and team leaders. (Answers will vary regarding the tasks performed by the managers at Fuel Up.)

Top managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it. They need to pay a great deal of attention to the environment outside the organization, being alert for long-run opportunities and problems and devising strategies for dealing with them. Thus, executives at this level must be future oriented, dealing with uncertain, highly competitive conditions. The top managers at Fuel Up will need to closely monitor domestic and international gas prices; it may be the case that buying gasoline futures could allow Fuel Up to gain a price advantage over competing companies. Top managers may need to look into outsourcing and other cost-saving measures in order to remain competitive.

Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. At Fuel Up, a middle manager might meet with a top manager and receive the following goal: "Expand the customer base among Gen Z drivers, achieving a 10% increase the end of the fiscal year." The middle manager implements this goal by working with first-line managers to define the tasks that will achieve this goal, as well as managing the progress in reaching that goal.

Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of team leaders and nonmanagerial employees. A first-line manager for Fuel Up would likely be the store manager who ensures employees receive proper training, monitors inventory costs, and is accountable for the store's profitability.

Team leaders are responsible for facilitating team activities toward achieving key results. Team leaders may not have authority over other

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team members, but they are expected to provide guidance, instruction, and direction to the others; to coordinate team efforts; to resolve conflicts; to represent the team to the first-level manager; and to make decisions in the absence of consensus. Fuel Up may appoint a team leader for its new overnight parking service; this team leader will coordinate the efforts of the team members, perhaps helping them apply best practices from other parts of the organization to achieve the company's goals.

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

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

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

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

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

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

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

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113) Verbal expressions and gestures don't have the same meaning to everyone throughout the world. Failure to understand such differences can affect organizations' ability to manage globally.

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

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

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114) Answers will vary but one example is below.

Merely acknowledging the existence of skill gaps will impress potential employers because companies prefer to hire people with realistic self-perceptions. This awareness will be valuable because:

1.I will be more motivated to learn. Studies of human behavior reveal that people won't spend time on personal development unless they feel the need. Overinflated perceptions of career readiness will not motivate me to develop the attributes that enhance that readiness. Having a realistic picture will increase my motivation to learn and develop. It will also allow me to practice learning, which is something I will need to do throughout my career. Since the knowledge I gain from your college degree may be obsolete in as little as five years, I should approach career readiness as a lifelong process rather than a onetime event that stops after graduation. Authors of the Future Work Skills 2020 report concluded that individuals "will increasingly be called upon to continually reassess the skills they need, and quickly put together the right resources to develop and update these. Workers in the future need to be adaptable lifelong learners."

2.I will know where to focus my energy. Although there are many career readiness competencies, and some are more relevant to me than others, I will begin by focusing on core competencies. These are competencies that employers consistently rate as essential. Organizations actively seek workers with strong core competencies, including information technology application, cross-cultural fluency, critical thinking/problem solving, oral/written communication, teamwork/collaboration, leadership, and professionalism/work ethic.

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115) Being career-ready is a lifelong process, requiring you to continually learn and develop in response to changes in organizational needs and skill requirements. It is not a one-time event that stops after graduation. Being career ready is more encompassing than you might think. It starts with core competencies—a set of competencies that are vital across jobs, occupations, and industries. Four additional categories of competency round out career readiness: knowledge, soft skills, attitudes, and other characteristics.

The seven core competencies are necessary for success no matter what career path you pursue. The demand for things like communication and leadership ability, interpersonal skills, and information technology skills is predicted to grow substantially across all industries in the United States and Europe by the year 2030. We think this provides excellent incentive for you to work on increasing your level of these competencies. Your efforts may translate to big advantages on the job market.

Skills in the knowledge category, generally referred to as "hard skills," encompass the basic knowledge employers expect you to possess. They develop from your ability to apply academic and practical knowledge while performing the job. Types of knowledge desired by employers include task-based/functional computational thinking, understanding the business, and new media literacy.

Soft skills are interpersonal or "people" skills needed for success at work. These are not knowledge or technical skills. Soft skills are becoming increasingly important as companies outsource and automate routine tasks. Soft skills include decision making, social intelligence, networking, and emotional intelligence.

Attitudes are beliefs and feelings directed toward *specific* objects, people, or events. More formally, an attitude is defined as a learned predisposition toward a given object. People perceive our attitudes by

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observing what we do and say. Attitudes that reflect career readiness include taking ownership/accepting responsibility, self-motivation, proactive learning orientation, showing commitment, positive approach, and career management. Other characteristics are personal characteristics that prompt positive impressions among others and help you effectively adapt to personal and work-related changes. Career readiness is reflected by resilience, personal adaptability, self-awareness, service, openness to change, and generalized self-efficacy.

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116) Answers will vary but should include some or all of the steps below.

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

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

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

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

● Taking courses at your university or attending training seminars that focus on the competencies you need, such as time management or communication.

● Watching training videos and documentaries.

● Reading books, magazines, and research articles in pursuit of developmental ideas. This textbook is a good source. You can also consult the references cited in this book to find more detailed information about a variety of topics.

● Search the Internet or Amazon for relevant source materials from reputable sources.

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

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● Identify role models or mentors who possess the skills or traits you need and then interview them. Try to learn how they execute their competencies.

● Observe people who possess the targeted competency and learn from their behavior.

● Try out new behaviors and then discuss your results with a mentor, coach, or colleague.

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

● Seeking new assignments that require you to use one of your targeted competencies.

● Representing a member of management at a meeting or business function.

● Serving as a coach to another employee.

● Asking to serve as a team leader or project manager.

● Making presentations and facilitate meetings.

● Volunteering for special projects or committees.

● Transferring to another job to obtain new skills and experience.

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

● Join student groups and seek leadership positions.

● Join and network at student organizations such as Toastmasters.

● Volunteer at organizations where you can practice your developing skills.

● Enroll in internships, research projects, service learning opportunities, or co-ops. Internships generally last one semester or summer and can be paid or unpaid. Co-ops are paid full-time jobs that typically last 3 to 12 months.

● Make presentations to professional or civic organizations.

● Volunteer in religious, civic, or community organizations

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

● Identify new behaviors you want to mater and then practice them. For example, if you want to increase your leadership skills, volunteer to facilitate your next team meeting at school or work.

● Keep a career journal. Record the details of your developmental efforts and learn from both success and missteps. Collect stories about your strengths and improvements you've made and then use them during job interviews.

117) Answers will vary yet should include the three steps to success.

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

2. Personal reflection, motivation, commitment, and experimentation are essential.

3.Success is achieved by following a process. A process is defined as a series of actions or steps followed to bring about a desired result.

Actions will vary but might include being proactive in submitting job applications and preparing for interviews, asking mentors for feedback, or targeting development of specific competencies.

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