M Management 7th edition Bateman Test Bank

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M Management 7th Edition by Bateman CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

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

1) The best managers prioritize efficiency over effectiveness.

1) _____

◎ true
◎ false

Question Details
Difficulty : 2 Medium
Topic : Functional-level plan
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Gradable : automatic

2) The four fundamental management principles include analyzing current situations, determining objectives, choosing business strategies, and determining the resources needed to achieve the organization's goals.

2) _____

◎ true
◎ false

Question Details
Topic : Functional-level plan
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Gradable : automatic

3) Maura has weekly meetings with her managers to discuss their work and to share ideas for improvement. Maura exhibits the leading function of management.

3) _____

◎ true
◎ false

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Question Details
Topic : Functional-level plan
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Apply
Gradable : automatic

4) Successful managers do not need to utilize all four functions of management, just the ones relevant to their business.

4) _____

◎ true
◎ false

Question Details
Topic : Functional-level plan
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Gradable : automatic

5) Top-level managers are also called tactical managers because they must translate general goals into specific objectives and activities.

5) _____

◎ true
◎ false

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

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6) A team leader's job is less challenging than frontline and other types of managers' jobs because team leaders always have direct control over team members.

6) _____

◎ true
◎ false

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

7) Lower-level managers who possess technical skills tend to earn less credibility from their subordinates than comparable managers without technical know-how.

7) _____

◎ true
◎ false

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Managerial Skills
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Gradable : automatic

8) One of the five key elements that make the current business environment different from those of the past involves an increasingly diverse workforce.

8) _____

◎ true
◎ false

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Adaptive Change
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Gradable : automatic

9) Social capital is the goodwill you gain from your social relationships.

9) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Topic : Collaboration
Gradable : automatic

10) Creativity is defined as the introduction of new goods and services.

10) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Competitive Advantage
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Gradable : automatic

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

11) Management is the

11) _____

A) method of executing, responding, and delivering results in a fast and timely manner.
B) process of working with people and resources to accomplish organizational goals.
C) technique of keeping costs low enough so the company can realize profits.
D) introduction of new goods and services.
E) method of creating goodwill through social relationships.

Question Details
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Management
Gradable : automatic

12) Planning involves

12) _____

A) analyzing current situations.
B) monitoring performance.
C) attracting people to the organization.
D) motivating employees.
E) implementing necessary changes.

Question Details
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Planning
Gradable : automatic

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13) _____ is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals.

13) _____

A) Staffing
B) Leading
C) Organizing
D) Planning
E) Controlling

Question Details
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Planning
Gradable : automatic

14) WorldMart Inc. periodically reviews the goals of the company. During the process, the managers of the company analyze their current strategies as compared to their competitors' strategies, determine goals that they will pursue, and decide upon specific actions for each area of the company to take in pursuit of these goals. With these actions, the managers are engaged in the management function of

14) _____

A) organizing.
B) planning.
C) goal coordination.
D) controlling.
E) leading.

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Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
Accessibility : Keyboard Navigation
Topic : Planning
AACSB : Knowledge Application
Gradable : automatic

15) A large company recently embarked on an effort to increase coordination and cooperation within the company. During the process, the managers of the organization reviewed and specified job responsibilities, grouped jobs into work units, and reallocated resources within the company. The managers were exercising the management function of

15) _____

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

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Topic : Organizing
Gradable : automatic

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

16) _____

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A) Controlling
B) Planning
C) Organizing
D) Leading
E) Quantifying

Question Details
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Organizing
Gradable : automatic

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

17) _____

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

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Knowledge Application
Topic : Organizing
Gradable : automatic

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18) Building a dynamic organization is the goal of which function of management?

18) _____

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

Question Details
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Organizing
Gradable : automatic

19) Mike focuses on assembling and coordinating the people, equipment, and supplies that his company needs to achieve its goals. What management function does Mike emphasize in his work?

19) _____

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

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Knowledge Application
Topic : Organizing
Gradable : automatic

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20) What will be the result when managers use new forms of organizing?

20) _____

A) They will build organizations that are flexible and adaptive.
B) They will create an organization chart by identifying business functions.
C) They will specify the goals to be achieved and decide in advance the appropriate actions needed to achieve those goals.
D) They will establish a top-down approach where top executives establish business plans and tell others to implement them.
E) They will monitor performance and make necessary changes in a timely manner.

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Organizing
Gradable : automatic

21) Natasha is very good at inspiring the people in her department to learn new skills and to perform better than expected on the job. As a manager, what is Natasha especially good at doing?

21) _____

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

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Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Knowledge Application
Topic : Leading
Gradable : automatic

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

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

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Leading
Gradable : automatic

23) _____ is a manager's ability to stimulate people to be high performers.
23) _____

A) Planning
B) Organizing
C) Leading
D) Controlling
E) Monitoring

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Question Details
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Leading
Gradable : automatic

24) Yolanta manages a team of six professionals in a health care company. Her subordinates have a wide variety of experiences and skill sets. By effectively _____ her team, Yolanta regularly seeks to inspire her subordinates to draw upon their various backgrounds in new and innovative ways.

24) _____

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

Question Details
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Knowledge Application
Topic : Leading
Difficulty : 3 Hard
Gradable : automatic

25) When Kabir, the marketing manager of SideStreet Inc., realized that his plan to increase sales levels was not producing the results he desired, he took quick action to make necessary adjustments. According to this scenario, Kabir was exercising the management function of

25) _____

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A) planning.
B) organizing.
C) leading.
D) controlling.
E) communicating.

Question Details
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Knowledge Application
Difficulty : 3 Hard
Topic : Controlling
Gradable : automatic

26) _____ involves monitoring performance and making necessary changes.
26) _____

A) Budgeting
B) Planning
C) Organizing
D) Leading
E) Controlling

Question Details
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Controlling
Gradable : automatic

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27) When Martin, manager of his company's sales department, realized that his plan to increase his department's sales levels was not producing the desired results, he instituted a training course to help the salespeople achieve better results. Which management function is illustrated in this scenario?

27) _____

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

Question Details
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Knowledge Application
Difficulty : 3 Hard
Topic : Controlling
Gradable : automatic

28) Through careful monitoring of the financial budget of a firm, managers can detect potential problems in reaching their financial goals and take actions to reverse the problem. This is an example of the management function of

28) _____

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

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Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Controlling
Gradable : automatic

29) When PG&E created a wildfire safety plan after devastating fires in California, it was demonstrating the management function of

29) _____

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

Question Details
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
AACSB : Knowledge Application
Topic : Controlling
Gradable : automatic

30) Sanga is a middle-level manager who is known for his efficiency; however, he is not necessarily effective. But, Rachelle, another middle-level manager, is known for her effectiveness, rather than her efficiency. Therefore, Rachelle is more likely to

30) _____

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A) achieve goals with minimal waste.
B) make the best possible use of money.
C) achieve organizational goals.
D) make the best possible use of people.
E) have a clear focus on efficiency.

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
Topic : Management
AACSB : Knowledge Application
Gradable : automatic

31) Fashion Forward wants to be the sales leader in women's fashion. To achieve this goal, the CEO has analyzed the current situation and determined objectives and resources. What planning activities still need to be completed?

31) _____

A) anticipate the future, decide on activities, and choose a business strategy
B) solicit funders, market the company, and choose a business strategy
C) market the company, decide on actions, and anticipate the future
D) evaluate the competitors, solicit funders, anticipate the future
E) decide on actions, market the company, and solicit funders

Question Details
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
Topic : Planning
AACSB : Knowledge Application
Difficulty : 3 Hard
Gradable : automatic

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32) _____ is coordinating the human, financial, physical, informational, and other resources in a company.

32) _____

A) Assembling
B) Organizing
C) Planning
D) Grouping
E) Controlling

Question Details
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Organizing
Gradable : automatic

33) Leading involves

33) _____

A) creating an organization chart by identifying business functions.
B) establishing reporting relationships.
C) having a personnel department that administers plans, programs, and paperwork.
D) stimulating people to be high performers.
E) dealing directly with customers and clients.

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Leading
Gradable : automatic

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34) Controlling helps a manager to

34) _____

A) monitor performance and implement necessary changes.
B) create an organization chart by identifying business functions.
C) establish reporting relationships.
D) stimulate people to be high performers.
E) determine department goals.

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Controlling
Gradable : automatic

35) To become an effective manager, one should choose _____ of the four management functions and commit one hundred percent.

35) _____

A) only one
B) at least two
C) between one and three
D) all
E) none

Question Details
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Management
Gradable : automatic

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36) Which statement best describes the management function of controlling?

36) _____

A) Managers assemble and coordinate the human, financial, physical, informational, and other resources needed to achieve goals.

B) Managers analyze current situations, anticipate the future, determine objectives, and decide on what types of activities in which the company will engage.

C) Managers make sure the organization's resources are being used as planned and that the organization is meeting its goals for quality and safety.

D) Managers motivate workers to come to work and execute top management's plans by doing their jobs.

E) Managers create an organization chart by identifying business functions and establishing reporting relationships.

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Controlling
Gradable : automatic

37) Leading involves

37) _____

A) increasing profits above all else.

B) attracting people to the organization.

C) mobilizing and inspiring people to engage fully in their work and contribute their ideas.

D) motivating workers to come to work and execute top management's plans.

E) analyzing day-to-day situations and involving workers in all decisions.

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Question Details
Topic : Functional-level plan
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Gradable : automatic

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

38) _____

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

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
Topic : Planning
AACSB : Knowledge Application
Gradable : automatic

39) "Recently, I spent a great deal of time looking at how to define jobs to most efficiently utilize the employees in those jobs," said the CEO of Baker Products. "And now I need managers to be responsible for the various job groupings." The CEO is describing the management function of

39) _____

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

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Knowledge Application
Topic : Organizing
Gradable : automatic

40) "As CEO, I maintain a big-picture view of how we are performing as a company, determining what changes we need to make if we begin deviating from our plans, and ensuring we meet our goals for quality and safety." The CEO is describing the management function of
40) _____

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

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Knowledge Application
Topic : Controlling
Gradable : automatic

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41) "As CEO, I must mobilize, inspire, and stimulate my management team, as well as the entire staff, to continually perform at high levels. I seek to empower my staff through communication and motivation." The CEO is describing the management function of

41) _____

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

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Knowledge Application
Topic : Leading
Gradable : automatic

42) Labyrinth is a new, very successful, brand of organic clothing recently introduced globally. The company is unique in the way it has collaborated with its suppliers and potential customers to bring the clothing to market. Labyrinth's founders have always focused on efficiency. What is the best advice you should give them, given the quick success they have had with Labyrinth?

42) _____

A) Efficiency is the only key to their continued success.
B) Now it is time for them to consider only effectiveness because they clearly have efficiency under control and this is not likely to change in the future.
C) To continue their success, they should maintain a clear focus on both effectiveness and efficiency, especially while their company is experiencing such a high growth in sales.
D) They should maintain the status quo without implementing any changes to continue making quick sales.
E) As top-level managers, the best action plan for them is to begin to minimize collaboration with customers and suppliers because they have proven themselves.

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Question Details
Learning Objective : 01-01 Describe the four functions of management.
Accessibility : Keyboard Navigation
Bloom's : Apply
Topic : Management
AACSB : Knowledge Application
Difficulty : 3 Hard
Gradable : automatic

43) _____ managers are senior executives responsible for the overall management and effectiveness of an organization.

43) _____

A) Long-term
B) Middle
C) Strategic
D) Tactical
E) Short-run

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Topic : Strategic Management
Gradable : automatic

44) A company's CEO and Director of Human Resources are concerned that their company will not survive the current recession. As experienced _____ managers, they are working collaboratively to develop new business strategies and work processes to effectively and efficiently support the company so that it can survive the current economic downturn and thrive in the coming years. Their employees are depending upon them to provide overall management of the company.

44) _____

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A) frontline
B) tactical
C) top-level
D) matrix
E) knowledge

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-02 Understand what managers at different organizational levels do.
AACSB : Knowledge Application
Difficulty : 3 Hard
Topic : Top managers
Gradable : automatic

45) The four levels of managers found in large organizations are

45) _____

A) international, national, regional, and local.
B) marketing, accounting, human resource, and finance.
C) technical, functional, departmental, and organizational.
D) planning, coordinating, controlling, and executing.
E) top-level, middle-level, frontline, and team leader.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Topic : Managerial Roles
Gradable : automatic

46) Top-level managers focus on

46) _____

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A) the long-term survival of an organization.
B) translating goals and objectives into specific activities.
C) managing frontline managers.
D) supervising nonmanagement employees.
E) initiating new daily activities.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Topic : Managerial Roles
Gradable : automatic

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

47) _____

A) Regional
B) Top-level
C) Middle-level
D) Frontline
E) Functional

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

48) Chief executive officer, president, chief operating officer, and vice president are all titles typical of _____ management.

48) _____

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A) top-level
B) tactical level
C) operational level
D) functional level
E) regional level

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

49) _____ managers are responsible for translating the general goals and plans developed for an organization into more specific activities.

49) _____

A) Operational
B) Functional
C) Activities
D) Strategic
E) Tactical

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

50) Middle-level managers are often referred to as _____ managers.

50) _____

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A) activities
B) tactical
C) functional
D) operational
E) strategic

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

51) As a manager, Jason spends much of his time coaching his employees and making sure that any required information from upper management reaches them in an understandable format. Jason would best be described as a(n)

51) _____

A) frontline manager.
B) tactical manager.
C) operational manager.
D) top-level manager.
E) institutional controller.

Question Details
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Difficulty : 3 Hard
Gradable : automatic

M Management 7th edition Bateman Test Bank

52) _____ managers are lower-level managers who supervise the operational activities of an organization.

52) _____

A) Frontline
B) General
C) Team
D) Tactical
E) Strategic

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

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

53) _____

A) provide the link between management and nonmanagement personnel.
B) are responsible for translating the general goals developed by strategic managers into more specific objectives and activities.
C) are responsible for facilitating successful team performance.
D) give feedback on the performance of the top management.
E) contribute direction and strategy to the organization.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

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54) One of Yani's primary activities in his career as a supervisor at Front yard Bird Food is working with his middle manager, Delilah, to introduce new growth opportunities in the business (such as expanding into exotic bird foods) and to help the people who actually manufacture the food. Yani is most likely a(n)

54) _____

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

Question Details
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Difficulty : 3 Hard
Gradable : automatic

55) Titles such as sales manager or supervisor typically belong to _____ managers.

55) _____

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

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

56) In smaller entrepreneurial firms and even in more adaptive larger firms, managers
56) _____

A) are no longer utilized.
B) rely more heavily on technical skills.
C) focus primarily on hierarchy.
D) have strategic, tactical, and operational responsibilities.
E) focus on internal operations only.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

57) Being a(n) _____ is one of the roles of a manager that involves searching for new business opportunities and initiating new projects to create change.
57) _____

A) leader
B) figurehead
C) entrepreneur
D) resource allocator
E) monitor

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

58) In a major announcement at an annual medical conference, Dr. Harold Weinter, Research Director of Assop Pharmaceuticals, informs the medical community of a breakthrough in the treatment of diabetes. As _____ for his organization, he answers questions posed to him by his medical research colleagues and members of the press.

58) _____

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

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

59) Audrey is the lead attorney representing RockWork, Inc. and she is in back-and-forth discussions with parties, inside as well as outside the firm, to finalize a contract with Murphy Realty. Audrey knows that, in her role as _____, she is making important business decisions for RockWork.

59) _____

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A) spokesperson
B) liaison
C) leader
D) negotiator
E) monitor

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

60) Jeffrey's role as _____ entails creating a presentation to give to his management team that will communicate the company's new business objectives, and more importantly, how Jeffrey has interpreted them to apply to his business unit.

60) _____

A) negotiator
B) figurehead
C) disseminator
D) resource allocator
E) monitor

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

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61) The president of Key Pharma, acting as the corporation's _____, attended the opening of a customer's new office complex.

61) _____

A) leader
B) liaison
C) figurehead
D) spokesperson
E) resource allocator

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

62) When a customer service manager works to defuse a situation with an irate customer, he or she is assuming a _____ role.

62) _____

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

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63) A project manager determines the number of employees to be assigned to a certain project. The managerial role being implemented by this project manager is

63) _____

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

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

64) Maintaining a network of outside contacts and alliances that provide information and favors defines a _____ managerial role.

64) _____

A) spokesperson
B) liaison
C) leader
D) negotiator
E) monitor

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

65) The need for interpersonal and communication skills

65) _____

A) fades as a manager moves from the lower levels of an organization into the upper management arena.
B) fades as a manager moves from the upper management arena to the lower levels of an organization.
C) is important at every level of management.
D) fades at the bottom.
E) is important at the bottom only.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

66) A _____ serves as the spokesperson and champion for a work group dealing with external stakeholders.

66) _____

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A) tactical manager
B) team leader
C) top-level manager
D) resource allocator
E) senior executive

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Gradable : automatic

67) "I'm sorry to tell you that four employees from our division were laid off today," said Bill Harrington, division manager, to his assembled staff. "And a total of 25 employees were laid off corporate-wide. No further staff reductions are planned, and we expect the corporation's financial performance to remain on plan." When the manager notifies his employees of these developments and plans, he is performing in the role of

67) _____

A) leader.
B) liaison.
C) disseminator.
D) spokesperson.
E) disturbance handler.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Topic : Managerial Roles
Gradable : automatic

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68) "Quick, Mr. Delaney, Margaret is in the lobby, shouting at a customer!" said George. Rushing to intervene, Paul Delaney demanded that Margaret return to her office immediately. "Mr. Crenshaw, I'm very sorry. Please, allow me to escort you to our executive suite, and I will straighten this out," said Mr. Delaney. Mr. Delaney was performing in the role of

68) _____

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

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Topic : Managerial Roles
Gradable : automatic

69) "I must attend the fundraiser," said Maura O'Brien, Senior Vice President of Marketing. "One of our key clients is sponsoring the event for a worthy cause, and our firm should be represented by a senior member of our management team." When Maura performs symbolic duties on behalf of her organization, she is performing in the role of

69) _____

A) liaison.
B) figurehead.
C) monitor.
D) entrepreneur.
E) resource allocator.

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Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Topic : Managerial Roles
Gradable : automatic

70) Julia mused to herself, "It has taken over 30 years, but I've finally been named CEO of a major firm. Now, I can concentrate on what I really want to do as a(n) _____ manager, to focus on the survival, growth, and overall effectiveness of our firm."

70) _____

A) tactical
B) strategic
C) middle
D) external
E) internal

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Difficulty : 3 Hard
Topic : Levels of Management
Gradable : automatic

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

71) _____

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Managerial Skills
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Gradable : automatic

72) _____ represent the three general categories of skills that are crucial to managers.
72) _____

A) Selling and public relations, conceptual and decision, and professional
B) Technical, interpersonal and communication, and conceptual and decision
C) Professional, technical, and selling and public relations
D) Conceptual and decision, professional, and technical
E) Professional, technical, and conceptual and decision

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Managerial Skills
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Gradable : automatic

73) Using a particular software program at an expert level, compilation of an accounting statement, and writing advertising copy are all examples of _____ skills.
73) _____

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A) technical
B) public relations
C) communicative
D) interpersonal
E) quantitative

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Managerial Skills
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Gradable : automatic

74) Rashid started out as a front office worker, and over the years worked his way up to the CEO position. As such, Rashid likely found that as he moved up in responsibility, he required a higher level of _____ skills.

74) _____

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Topic : Decision-Making Styles
Gradable : automatic

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75) The senior managers at a printing company recognized a lack of employee enthusiasm about the new website. There was a fair amount of infighting and accusations of who was responsible for the layout, given that the firm is considered to be highly competent in design and production. Marley, a manager, got the team together and engaged them in a lively discussion to determine how to change the website so that it reflected more of the company's unique design ability. As the meeting wound down, each team member volunteered to take on a part of the project to fix the site. The ability to identify this problem and resolve it is an effective use of _____ skills.

75) _____

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Difficulty : 3 Hard
Topic : Decision-Making Styles
Gradable : automatic

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

76) _____

A) technical
B) interpersonal and communication
C) diagnostic
D) professional
E) conceptual

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Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Topic : Decision-Making Styles
Gradable : automatic

77) Which statement exemplifies the importance of managerial skills?

77) _____

A) Obtaining high performance from people in the organization is easy because of the authority managers will continue to have over knowledge workers.
B) Technical skills are most important after becoming a top-level manager.
C) The importance of the various types of managerial skills is consistent across all managerial levels.
D) Conceptual and decision skills become less important than technical skills as a manager rises higher in the company.
E) Interpersonal skills are important throughout a manager's career, at every level of management.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Topic : Decision-Making Styles
Gradable : automatic

78) _____ is the skills of understanding oneself, managing oneself, and dealing effectively with others.

78) _____

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A) Self-reliance
B) Social capital
C) Emotional intelligence
D) Career management
E) Social management

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Managerial Skills
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Gradable : automatic

79) Pete has built up a wide network of contacts, clients, and local business neighbors since moving to Chicago five years ago. Throughout his home-based marketing career, he has regularly and frequently networked with these business associates online, by phone, and in person. As he considers leaving his marketing career to become an owner/manager of a local business, he will rely upon the _____ that he has developed with these individuals to ensure a successful transition to a new career.

79) _____

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Difficulty : 3 Hard
Topic : Social capital
Gradable : automatic

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80) One component of emotional intelligence is

80) _____

A) understanding oneself.
B) dealing with power plays made by others.
C) understanding the shortcomings of people you work with.
D) advising others how to stay happy at work.
E) helping others understand that you are correct.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Topic : Decision-Making Styles
Gradable : automatic

81) _____ is among the necessary skills of emotional intelligence.

81) _____

A) Encouraging coercion among employees
B) Showing empathy
C) Advising others how to stay happy at work
D) Maintaining the status quo
E) Avoiding constructive criticism

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Managerial Skills
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Gradable : automatic

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82) Which person illustrates a manager with emotional intelligence?

82) _____

A) Mary can maintain the status quo.
B) Eileen can identify her team members' strengths and weaknesses.
C) Stephen can exercise self-control.
D) Vince has the ability to manage his followers' reactions.
E) Patty has the ability to ignore constructive criticism.

Question Details
Difficulty : 2 Medium
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Topic : Emotional Intelligence
Gradable : automatic

83) "A new boss from outside the industry won't be able to train us to perform specialized tasks involving our particular methods and processes, or to evaluate how well we were performing these tasks. In other words, would she have the necessary _____?" asked Muffy.

83) _____

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

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Topic : Managerial Skills
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Difficulty : 3 Hard
Gradable : automatic

84) _____ is one of the key elements that makes the current business landscape different from those of the past.

84) _____

A) Centralization
B) Technological change
C) Quality
D) Cost competitiveness
E) Speed

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Topic : Collaboration
Gradable : automatic

85) Which statement about globalization is true?

85) _____

A) It fails to involve smaller firms.
B) It encourages the maintenance of the status quo.
C) It does not create threats to anybody.
D) It does not allow employees to provide services although most economies have become very efficient at producing physical goods.
E) It occurs through cross-border partnerships.

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Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Topic : Globalization
Gradable : automatic

86) Which statement about the Internet is true?

86) _____

A) The Internet always makes things easier.
B) The Internet is a virtual marketplace and speeds up globalization.
C) The Internet's impact is felt only at the level of businesses as a whole and not by individual employees.
D) The Internet does not create threats as competitors capitalize on new developments.
E) The Internet compels people to respond to e-mail messages immediately.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Topic : Technology
Gradable : automatic

87) _____ is the goodwill stemming from social relationships.

87) _____

A) Social empathy
B) Social capital
C) Emotional intelligence
D) Emotional capital
E) Empathetic goodwill

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Topic : Social capital
Gradable : automatic

88) _____ is the set of practices aimed at discovering and harnessing an organization's intellectual resources, fully utilizing the intellects of the organization's people.

88) _____

A) Knowledge management
B) Collaboration
C) Innovation
D) Service management
E) Communication management

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Topic : Managerial Skills
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Gradable : automatic

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

89) _____

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

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Question Details
Difficulty : 2 Medium
Accessibility : Keyboard Navigation
Bloom's : Apply
Topic : Managerial Skills
Learning Objective : 01-04 Summarize the major challenges facing managers today.
AACSB : Knowledge Application
Gradable : automatic

90) Which statement about collaboration is true?

90) _____

A) Collaboration occurs only within the boundaries of an organization.
B) It is unrealistic to think that a company can collaborate with its customers.
C) Disclosing one's plans by collaborating with the potential investors of a firm is not a good idea.
D) Collaboration supports knowledge management and vice versa.
E) Collaborating with people outside an organization is impossible because of the risk of disclosing trade secrets.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Topic : Collaboration
Gradable : automatic

91) Technology both complicates things and creates new opportunities. The challenges come from

91) _____

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A) the rapid rate at which technology changes.
B) the lack of transportation.
C) inaccurate information.
D) unchanging technologies.
E) the limit on new opportunities.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Topic : Technology
Gradable : automatic

92) As the success of modern business so often depends on the knowledge used for innovation and the delivery of services, organizations need to manage that

92) _____

A) knowledge.
B) success.
C) resource.
D) innovation.
E) communication.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Managerial Skills
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Gradable : automatic

93) Collaboration can occur

93) _____

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A) between two organizations, but not internally.
B) within but not outside the organization.
C) outside the organization only.
D) with customers.
E) among managers only.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Topic : Collaboration
Gradable : automatic

94) Creating outstanding products and services can start with involving _____ in company decisions.

94) _____

A) customers
B) executives
C) managers
D) employees
E) owners

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Topic : Collaboration
Gradable : automatic

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95) Harry is surprised one day to learn that the parts that he has ordered from a small local supplier are delayed. He immediately calls his supplier, and the supplier admits that his shop is overbooked with orders, not only from Harry's business but also from new customers in China. As Harry realizes that his small U.S.-based business is competing for shop space with companies in China, he faces the management challenge involved with

95) _____

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Difficulty : 3 Hard
Topic : Globalization
Gradable : automatic

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

96) _____

A) Collaboration
B) Standardization
C) Innovation
D) Adaptation
E) Saturation

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Topic : Innovation
Gradable : automatic

97) Service refers to the

97) _____

A) speed and dependability with which an organization delivers what customers want.
B) technique of keeping costs low to achieve profits and to be able to offer prices that are attractive to consumers.
C) practice aimed at discovering and harnessing an organization's intellectual resources.
D) technique of establishing goodwill through social relationships.
E) skill of understanding oneself, managing oneself, and dealing effectively with others.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Topic : Competitive environment
Gradable : automatic

98) Which statement about quality is true?

98) _____

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A) Quality can be measured in terms of product performance, customer service, and reliability.

B) Quality cannot be improved continuously.

C) Quality refers to keeping costs low enough so the company can realize profits and price its products at levels that are attractive to consumers.

D) Quality refers to goodwill stemming from one's social relationships.

E) Quality is described as rapid execution, response, and delivery of results.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Topic : Quality
Gradable : automatic

99) Lucy has a sandwich shop in Seattle. One thing that attracts busy people to her shop is that she has perfected a way to make sandwiches in half the time her competitors take. Which fundamental driver of success has Lucy emphasized?

99) _____

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

Question Details
Difficulty : 2 Medium
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
AACSB : Knowledge Application
Topic : Quality
Gradable : automatic

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100) Cost competitiveness means that one

100) _____

A) sacrifices quality to keep costs low.
B) carefully monitors costs mainly during the setting up of business.
C) prices his or her products or services at a level attractive to consumers.
D) manages his or her costs by maintaining the status quo.
E) offers a high-quality product at a higher price.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Topic : Competitive environment
Gradable : automatic

101) Tyrone, manager at Engineering Systems, Inc. (ESI), is struggling to maintain a competitive advantage in ESI's marketplace. He wants to hire and retain the best staff that he can, but the best staff command high salaries. Tyrone knows that high staff salaries can erode his company's profitability. But passing along these higher costs to his clients means they will start doing less business with higher-priced ESI and more business with Tyrone's lower-priced competitors. Tyrone is struggling to

101) _____

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

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Difficulty : 3 Hard
Topic : Competitive environment
Gradable : automatic

102) Which statement about the sources of competitive advantage is true?

102) _____

A) The best managers and companies deliver all six competitive advantages.
B) Managing the sources of competitive advantage is a zero-sum game where one source improves at the expense of the other.
C) It is possible to compete without cutting costs and offering attractive prices.
D) Outsourcing certain functions is likely to decrease innovation.
E) The faster the product is provided the more innovation suffers.

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Topic : Competitive environment
Gradable : automatic

103) Amazon is not necessarily known for its development of new products. However, Amazon has transformed the way that products are purchased and delivered. Thus, Amazon has leapfrogged its competition through its

103) _____

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A) quality.
B) innovation.
C) social capital.
D) dissemination.
E) collaboration.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Difficulty : 3 Hard
Topic : Innovation
Gradable : automatic

104) Because products _____, a firm must adapt to new competitors and to consumer demands.

104) _____

A) will sell forever
B) do not sell forever
C) that are made well last forever
D) with name brands are the only ones to sell forever
E) that are tried and true are the best sellers

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Topic : Adaptive change
Gradable : automatic

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105) Stacy manages a specialized environmental consulting practice. Client feedback obtained in the past 12 months indicates that her business is on the decline. Stacy decides to implement various changes within her practice to improve service quality. One of the key elements of these changes will be to refocus her staff on

105) _____

A) making it easy and enjoyable for clients to experience a service.
B) occasionally meeting the needs of clients.
C) establishing short-term relationships.
D) giving clients what they want no matter the cost.
E) measuring product performance.

Question Details
Difficulty : 2 Medium
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Topic : Quality
Gradable : automatic

106) Cost competitiveness means pricing a firm's products

106) _____

A) lower than all competitors' products.
B) higher than all competitors' products.
C) equal to all competitors' products.
D) low but enough to make a profit.
E) high enough to make the investors happy.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Topic : Competitive environment
Gradable : automatic

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107) Latosha′s department has been introducing new goods and services on a rapid-fire basis over the past two years. However, business is down, largely because customer feedback on the usefulness, reliability, and durability of the new goods and services is negative. Latosha′s division manager, Viceroy, reviews the situation and concludes that the innovation of Latosha′s department is good; however, _____ is poor.

107) _____

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

Question Details
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Difficulty : 3 Hard
Topic : Quality
Gradable : automatic

108) Jonas Wilkins, Vice President of Production, said, "Alice, my employees have been manufacturing the same products for two years without a new product being introduced. Products don't sell forever, especially since globalization and technological advances have accelerated the pace of change. I'm concerned that, without _____, we will wither and die as an organization."

108) _____

A) planning
B) innovation
C) quality
D) reorganizing
E) cost competitiveness

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Difficulty : 3 Hard
Topic : Innovation
Gradable : automatic

109) Safety Standards is updating its automated contracting/ordering system. Max Truesdale, CEO of Defense Supply Corporation, told his chief information officer, "Travis, you must lead an effort to reengineer our computer infrastructure to remain compatible with that of Safety Standards. This will be a complex effort but, if we can get this done before our competitors can, we will pick up a lot of new business worldwide. That's the nature of _____, it complicates things and creates opportunities."

109) _____

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

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Difficulty : 3 Hard
Topic : Technological change
Gradable : automatic

110) The unique ideas and products that Leverage Group has patented provide a significant advantage to its business because none of its competitors are able to offer them. Because Leverage's CEO recognizes the _____, he has authorized development of practices to discover and harness his organization's intellectual resources.

110) _____

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A) impact of globalization
B) value of social capital
C) importance of knowledge management
D) importance of collaborating across organizational boundaries
E) value of an increasingly diverse labor force

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Difficulty : 3 Hard
Topic : Knowledge management
Gradable : automatic

111) During an intense six-month contract negotiation, Carlisle developed a strong working relationship with his client, Bart, an outside vendor. Because of their professional bonding, Carlisle and Bart were able to openly explore and constructively hammer out agreements on very tough contract issues. The resulting contract was far superior to what either of them might have hoped for six months earlier and was a good example of

111) _____

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

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Topic : Collaboration
Gradable : automatic

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112) Mary Smith, Vice President of Human Resources, is finding that competition for human talent is becoming fiercer. She has implemented creative solutions to leverage diversity of the labor force to the benefit of her organization. For example, Mary has found that _____ allows her to supplement her available staff, particularly during times of work overload.

112) _____

A) turning down new work orders
B) hiring illegal immigrants
C) slowing down production
D) hiring older workers on a part-time basis
E) decreasing time off for lunch and other breaks

Question Details
Difficulty : 2 Medium
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-04 Summarize the major challenges facing managers today.
Topic : Diversity
Gradable : automatic

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

113) Explain how managers are efficient and effective.

Question Details
Difficulty : 2 Medium
Topic : Functional-level plan
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Gradable : manual

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114) List and explain the components of leading.

Question Details
Topic : Functional-level plan
Learning Objective : 01-01 Describe the four functions of management.
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Remember
Gradable : manual

115) How do managers use controlling?

Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Controlling
Gradable : manual

116) What does a global marketplace mean to an enterprise, in terms of marketing, distribution, and staffing?

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Question Details
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Globalization
Gradable : manual

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

Question Details
Topic : Functional-level plan
Learning Objective : 01-01 Describe the four functions of management.
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Gradable : manual

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

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Question Details
Difficulty : 2 Medium
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Functional Structure
Learning Objective : 01-02 Understand what managers at different organizational levels do.
Bloom's : Analyze
Gradable : manual

119) At which level of management will one find conceptual and decision skills most utilized? Why?

Question Details
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : Managerial Skills
Learning Objective : 01-03 Define the skills needed to be an effective manager.
Gradable : manual

120) List and explain each of the five sources of competitive advantage.

Question Details
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Difficulty : 3 Hard
Topic : Competitive environment
Gradable : manual

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121) Explain why customers demand increasingly high-quality goods and services.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Difficulty : 3 Hard
Topic : Quality
Bloom's : Analyze
Gradable : manual

122) Explain how one gains customer loyalty.

Question Details
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Difficulty : 3 Hard
Topic : Competitive environment
Gradable : manual

123) Describe what the work of quality gurus like W. Edwards Deming and J. M. Juran convinced other managers to do.

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Question Details
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Difficulty : 3 Hard
Topic : Quality
Gradable : manual

124) Explain, using two examples, how continuing enhancements in technology can result in delivery of products and services both faster and better.

Question Details
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Difficulty : 3 Hard
Topic : Competitive environment
Gradable : manual

125) What is the best way to manage one's costs?

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Question Details
Difficulty : 2 Medium
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Topic : Competitive environment
Gradable : manual

126) List and explain the different advantages of competition.

Question Details
Bloom's : Understand
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Difficulty : 3 Hard
Topic : Competitive environment
Gradable : manual

127) Explain what is meant by "Trade-offs may occur among the six sources of competitive advantage, but this does not need to be a zero-sum game."

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Recognize how successful managers achieve competitive advantage.
Difficulty : 3 Hard
Topic : Competitive environment
Bloom's : Analyze
Gradable : manual

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M Management 7th Edition by Bateman CH01

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Answer Key

Test name: CH01

1) FALSE
2) FALSE
3) TRUE
4) FALSE
5) FALSE
6) FALSE
7) FALSE
8) TRUE
9) TRUE
10) FALSE
11) B
Management is the process of working with people and resources to accomplish organizational goals.

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

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

14) B

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Planning is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals. Planning activities include analyzing current situations, anticipating the future, determining objectives, deciding on what types of activities the company will engage, choosing corporate and business strategies, and determining the resources needed to achieve the organization's goals. In this case, the managers of WorldMart Inc. are engaged in planning as they analyze their current strategies as compared to their competitors' strategies, determine goals that they will pursue, and decide upon specific actions for each area of the company to take in pursuit of these goals.

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

16) C
Organizing is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals.

17) D
Organizing is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals.

18) B
The organizing function's goal is to build a dynamic organization.

19) E
Organizing is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals.

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20) A
Now, effective managers use new forms of organizing and view their people as their most valuable resources. They build organizations that are flexible and adaptive, particularly in response to competitive threats and customer needs. This will continue in the future.

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

22) A
Leading is stimulating people to be high performers. Today and in the future, managers must be good at mobilizing and inspiring people to engage fully in their work and contribute their ideas?to use their knowledge and experience in ways never needed or dreamed of in the past.

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

24) C
Leading is stimulating people to be high performers. Managers must be good at mobilizing and inspiring people to engage fully in their work and contribute their ideas?to use their knowledge and experience in ways never needed or dreamed of in the past.

25) D
Controlling is about monitoring performance and implementing necessary changes as Kabir did when he realized sales were not as high as he had planned.

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26) E
Controlling is about monitoring performance and making necessary changes in a timely manner.

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

28) B
Controlling is about monitoring performance and implementing necessary changes in a timely manner. By controlling, managers make sure the organization's (financial) resources are being used as planned and that the organization is meeting its financial goals.

29) B
Controlling involves making necessary changes. The company was attempting to control future problems with a safety plan.

30) C
Management is the process of working with people and resources to accomplish organizational goals. Good managers do those things both effectively and efficiently: to be effective is to achieve organizational goals and to be efficient is to achieve goals with minimal waste of resources?that is, to make the best possible use of money, time, materials, and people.

31) A

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Planning is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals. Planning activities include analyzing current situations, anticipating the future, determining objectives, deciding on what types of activities the company will engage in, choosing corporate and business strategies and determining the resources needed to achieve the organization's goals.

32) B
Organizing is assembling and coordinating the human, physical, informational, and other resources needed to achieve goals.

33) D
Leading is stimulating people to be high performers. It includes motivating and communicating with employees.

34) A
Controlling is about monitoring performance and making necessary changes in a timely manner. By controlling, managers make sure the organization's resources are being used as planned and the organization is meeting its goals for quality and safety.

35) D
Managers should devote adequate attention and resources to all four functions. One can be a skilled planner and controller, but if he or she organizes his or her people improperly or fails to inspire them to perform at high levels, he or she will not be realizing his or her potential as a manager.

36) C

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The fourth function of management, controlling, monitors performance and implements necessary changes in a timely manner. By controlling, managers make sure the organization's resources are being used as planned and that the organization is meeting its goals for quality and safety.

37) C
Previously, the leading function described how managers motivate workers to come to work and execute top management's plans by doing their jobs. Today and in the future, managers must be good at mobilizing and inspiring people to engage fully in their work and contribute their ideas, to use their knowledge and experience in ways never needed or dreamed of in the past.

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

39) B
Organizing is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals.

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

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

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42) C
Management is the process of working with people and resources to accomplish organizational goals. Good managers do those things both effectively and efficiently.

43) C
Top-level managers, often referred to as strategic managers, focus on the survival, growth, and overall effectiveness of an organization.

44) C
Top-level managers are senior executives who are responsible for the overall management and effectiveness of the organization. They focus on the survival and growth of the organization.

45) E
The types of managers found at four different organizational levels include: top-level manager, middle-level manager, frontline manager, and team leader.

46) A
Top-level managers, often referred to as strategic managers, are supposed to focus on long-term issues and emphasize the survival, growth, and overall effectiveness of an organization.

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

48) A

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The chief executive officer, chief operation officer, company presidents, and vice presidents are all top-level members of the top management team.

49) E
Middle-level managers are sometimes called tactical managers. They are responsible for translating the general goals and plans developed by strategic managers into more specific objectives and activities.

50) B
Middle-level managers are located in an organization's hierarchy below top-level management and above the frontline managers and team leaders. They are sometimes called tactical managers.

51) B
Tactical managers are responsible for translating the general goals and plans developed by strategic managers into more specific objectives and activities. The role of the middle manager is to be an administrative controller.

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

53) A
Frontline managers, or operational managers, are directly involved with nonmanagement employees, implementing the specific plans developed with middle managers. This role is critical because operational managers are the link between management and nonmanagement personnel.

54) A

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Frontline managers are lower-level managers who supervise the operations of the organization. They are directly involved with nonmanagement employees (such as those who are manufacturing the food) and implementing the specific plans developed with middle managers (such as Delilah). Talented frontline managers are not only *allowed* to initiate new activities but are *expected* to do so by their top- and middle-level managers.

55) D
Frontline or operational managers often have titles such as supervisor or sales manager and are lower-level managers who supervise the operations of an organization.

56) D
In small firms?and in those large companies that have adapted to the times?managers have strategic, tactical, and operational responsibilities.

57) C
A manager's decisional role includes being an entrepreneur. It involves searching for new business opportunities and initiating new projects to create change.

58) B
A manager's informational role includes being a spokesperson. It involves communicating on behalf of the organization about plans, policies, actions, and results.

59) D
A manager's decisional role includes being a negotiator. It involves engaging in negotiations with parties inside and outside the organization.

60) C

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A manager's informational role includes being a disseminator. This involves sharing and interpreting information between managers and employees.

61) C
A figurehead role is an interpersonal role, which involves performing symbolic duties on behalf of the organization, like greeting important visitors and attending social events. In this case, the president of Key Pharma played the figurehead role by attending the inauguration of a customer's new office complex.

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

63) D
The role of a resource allocator involves providing funding and other resources to units or people; it includes making major organizational decisions. In this case, the project manager executes the role as he decides the number of employees to be assigned for a certain project.

64) B
The role of a liaison involves maintaining a network of outside contacts and alliances that provide information and favors.

65) C
Interpersonal skills are important throughout one's career, at every level of management.

66) B

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Beyond their internally focused responsibilities, team leaders also need to represent the team's interests with other teams, departments, and groups within and outside of the organization. In this sense, the team leader serves as the spokesperson and champion for the team when dealing with external stakeholders.

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

68) C
A disturbance handler is one who takes corrective action during crises or other conflicts.

69) B
A figurehead performs symbolic duties on behalf of the organization, like greeting important visitors and attending social events.

70) B
Top-level managers, often referred to as strategic managers, focus on the survival, growth, and overall effectiveness of an organization.

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

72) B
The three crucial categories of managerial skills include technical skills, interpersonal and communication skills, and conceptual and decision skills.

73) A

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A technical skill is the ability to perform a specialized task that involves a certain method or process such as using computers, compiling an accounting statement, and writing advertising copy.

74) A
As managers acquire greater responsibility, they must exercise their conceptual and decision skills with increasing frequency.

75) A
As managers acquire greater responsibility, they must exercise their conceptual and decision skills with increasing frequency. In this example, Marley identified the problem of a poorly designed website. She resolved the issues with a lively discussion, ending with team members volunteering to resolve the problems with the site.

76) B
Interpersonal and communication skills are people skills; they are the ability to lead, motivate, and communicate effectively with others. They influence a manager's ability to work well with people.

77) E
Interpersonal skills are important throughout a manager's career, at every level of management.

78) C
Good, successful managers often demonstrate a set of interpersonal skills known collectively as emotional intelligence (or EQ). EQ combines understanding oneself, managing oneself, and dealing effectively with others.

79) C

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Social capital is the goodwill stemming from one's social relationships. Social capital aids one's career success, compensation, employment, entrepreneurship, and relationships with others.

80) A
Emotional intelligence includes the skills of understanding oneself (including strengths and limitations), managing oneself (dealing with emotions, making good decisions, seeking and using feedback, exercising self-control), and dealing effectively with others (listening, showing empathy, motivating, leading, and so on).

81) B
One of the skill sets of emotional intelligence involves working effectively with others, listening, showing empathy, motivating, and leading.

82) C
One of the skill sets of emotional intelligence includes managing oneself?dealing with emotions, making good decisions, seeking feedback, and exercising self-control.

83) D
Technical skills include the ability to perform a specialized task involving a particular method or process.

84) B
The five key elements that make the current business landscape different from those of the past include globalization, technological change, the importance of knowledge and ideas, collaboration across organizational boundaries, and an increasingly diverse labor force.

85) E
Globalization may occur via cross-border partnership.

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86) B
The Internet fulfills many business functions. It is a virtual marketplace, a means to sell goods and services, a distribution channel, an information service, and more. It speeds up globalization. Managers can see what competitors, suppliers, and customers are doing on the other side of the world.

87) B
Goodwill stemming from social relationships is called social capital.

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

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

90) D
One of the most important processes of knowledge management is to ensure that people in different parts of an organization collaborate effectively with one another. This requires productive communication among different departments, divisions, or other subunits of the organization. Knowledge management supports collaboration and vice versa.

91) A

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The Internet's impact on globalization is only one of the ways that technology is vitally important in the ever-changing business world. Technology both complicates things and creates new opportunities. The challenges come from the rapid rate of changes in communication, transportation, and information and other technologies.

92) A
As the success of modern business so often depends on the knowledge used for innovation and the delivery of services, organizations need to manage that knowledge.

93) D
One of the most important processes of knowledge management is to ensure that people in different parts of the organization collaborate effectively with one another.

94) A
Customers can be collaborators. Creating outstanding products and services can start with involving customers in company decisions.

95) A
Today's business landscape differs from that in the past, in part due to globalization. Clients and suppliers increasingly operate on a global scale.

96) C
Innovation is the introduction of new goods and services. One's firm must adapt to changes in consumer demand and to new competitors.

97) A
Service refers to the speed and dependability with which an organization delivers what customers want.

98) A

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Quality can be measured in terms of product performance, customer service, reliability (avoidance of failure or breakdowns), conformance to standards, durability, and aesthetics.

99) D
The fundamental success drivers are innovation, quality, service, speed, cost competitiveness, and sustainability. Speed is rapid execution, response, and delivery.

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

101) D
Cost competitiveness means keeping costs low to achieve profits and to be able to offer prices that are attractive to customers.

102) A
The best managers and companies deliver on all six sources of competitive advantage.

103) B
Innovation is the introduction of new goods and services. Sometimes, the most important innovation is not the product itself but the way it is delivered.

104) B
A firm must adapt to changes in consumer demand and to new competitors. Products don't sell forever; in fact, they don't sell for nearly as long as they used to because so many competitors are introducing so many new products all the time.

105) A

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An important dimension of service is making it easy and enjoyable for customers to experience a service or to buy and use products.

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

107) B
Quality can be measured in terms of product performance, customer service, reliability (avoidance of failure or breakdowns), conformance to standards, durability, and aesthetics.

108) B
Innovation is the introduction of new goods and services.

109) B
Today's business landscape differs from that in the past, in part due to technological change. Technology both complicates things and creates opportunities.

110) C
Today's business landscape differs from that in the past, in part due to the importance of knowledge and ideas. Knowledge management is the set of practices aimed at discovering and harnessing an organization's intellectual resources?fully utilizing the intellect of the organization's people.

111) D
Today's business landscape differs from that in the past, in part due to the collaboration across organizational boundaries, both within an organization and outside of the organization.

112) D

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The increase in gender, racial, age, and ethnic diversity in the workplace will accentuate the many differences in employees' values, attitudes toward, work and norms of behavior. Effective managers will find ways to connect with diverse members of the work force, for example, older or previously retired workers, so as to broaden their staffing reach.

113) Management is the process of working with people and resources to accomplish organizational goals. Good managers do those things both effectively and efficiently: to be effective is to achieve organizational goals and to be efficient is to achieve goals with minimal waste of resources—that is to make the best possible use of money, time, materials, and people.

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

115) Controlling is about monitoring performance and making necessary changes in a timely manner. By controlling, managers make sure the organization's resources are being used as planned and the organization is meeting its goals for quality and safety.

116) Answers will vary. For marketing, answers will likely address technological factors (for example, the Internet for promotion), language barriers, home office travel costs vs. in-country branch office costs, legal issues (for example, contracting for goods/services between entities in different countries with country-specific laws), price competition, etc. For distribution, answers will likely address third-party shippers/brokers, transfer of goods across country borders (for example, customs requirements), currency issues, etc. For staffing, answers will likely address recruiting via the Internet, benefits of diversity of staff, language issues, etc.

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117) The four core functions of management are planning, organizing, leading, and controlling. Planning is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals. Organizing is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals. Leading is stimulating people to be high performers. It includes motivating and communicating with employees, individually and in groups. Controlling is about monitoring performance and making necessary changes in a timely manner. By controlling, managers make sure the organization's resources are being used as planned and the organization is meeting its goals for quality and safety.

118) Top-level managers are the organization's senior executives and are responsible for its overall management. Middle-level managers are located in the organization's hierarchy below top-level management and above the frontline managers and team leaders. Frontline managers, or operational managers, are lower-level managers who execute the operations of the organization. A relatively new type of manager, known as a team leader, engages in a variety of behaviors to achieve team effectiveness.

119) Conceptual and decision skills involve the ability to identify and resolve problems for the benefit of the organization and everyone concerned. Managers use these skills when they consider the overall objectives and strategy of the firm, the interactions among different parts of the organization, and the role of the business in its external environment. Conceptual and decision skills become very important as one rises higher in the company and occupies positions in the middle and top manager ranks.

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120) The five sources of competitive advantage include: innovation, quality, service, speed, and cost competitiveness. Innovation is the introduction of new goods and services. A firm must adapt to changes in consumer demand and to new competitors. Quality is the excellence of one's product or service. Quality can be measured in terms of product performance, customer service, reliability (avoidance of failure or breakdowns), conformance to standards, durability, and aesthetics. In a competitive context, service means giving customers what they want or need, when and where they want it. So, service is focused on continually meeting the changing needs of customers to establish mutually beneficial long-term relationships.
121) Answers will vary. Topics addressed might include increased global competition, rapid enhancements in technology, "threat" to expose low-quality goods and services via social media, etc.

122) To gain and maintain customer loyalty, managers must deliver the fundamental success drivers: innovation, quality, service, speed, and cost competitiveness. Customer loyalty will lead to a competitive advantage when a company is doing better than a competitor at providing value to customers.

123) W. Edwards Deming, J. M. Juran, and other quality gurus convinced managers to take a more complete approach to achieving total quality. This includes preventing defects before they occur, achieving zero defects in manufacturing, and designing products for quality. The goal is to solve and eradicate from the beginning all quality-related problems, and to live a philosophy of continuous improvement in the way a company operates.

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124) Answers will vary. Topics addressed might include: ability of apps and the Internet to allow faster and more accurate ordering, engineering, and communications with customer; presence of on-line forums and reviews to encourage product/service providers to improve their performance; ability of new technologies (e.g., robotics and 3-D printing) to manufacture products at less cost, with greater precision, more safely, and more consistently; etc.

125) Managing one's costs and keeping them down requires being efficient, accomplishing goals by using resources wisely and minimizing waste.

126) The six sources of competitive advantage include: innovation, quality, service, speed, cost competitiveness and sustainability. Innovation is the introduction of new goods and services. A firm must adapt to changes in consumer demand and to new competitors. Quality is the excellence of one's product or service. Quality can be measured in terms of product performance, customer service, reliability (avoidance of failure or breakdowns), conformance to standards, durability, and aesthetics. In a competitive context, service means giving customers what they want or need, when and where they want it. So service is focused on continually meeting the changing needs of customers to establish mutually beneficial long-term relationships. Sustainability is a long-term perspective on helping the natural environment and building tomorrow’s business opportunities while effectively managing today’s business.

127) Answers will vary. In general, answer should state that successful managers deliver, to some extent, all six competitive advantages. One does not have to suffer at the expense of another.

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