

Ch01

Student: _____

1. The four key elements that make the current business environment different from the past include globalization, technological change, the importance of knowledge and ideas and collaboration across organizational boundaries.
True False
2. It can be said that technology both complicates things and creates new opportunities.
True False
3. Using personal technology such as a BlackBerry, means that you must be available all of the time to do the best job possible.
True False
4. Knowledge management is a set of practices aimed at discovering and harnessing the competition's intellectual resources.
True False
5. Collaboration can occur between but not within organizations.
True False
6. Better serving the customer can start with involving the customer more in company decisions, especially when it comes to discovering more about customer attitudes.
True False
7. The key to company success is how much the industry in which it operates will affect society or how much it will grow.
True False
8. The fundamental success drivers for an organization are innovation, quality, speed, and product delivery time.
True False
9. Innovation is the introduction of new goods and services.
True False
10. If an organization does not innovate, it will die.
True False
11. Quality is the excellence of your product (including goods and services).
True False
12. Total quality includes preventing defects before they occur.
True False
13. Today, customers value both the quality of physical goods and the quality of services.
True False
14. One dimension of service quality is making it easy and enjoyable for customers to experience a service or to buy and use products.
True False
15. Corporate speed often separates the winners from the losers in business.
True False

16. "Cost competitiveness" means pricing your products lower than all competitors' products.
True False
17. Managing for competitive advantage includes delivering innovation, quality, service, speed, and cost competitiveness.
True False
18. Management is the process of working with people and resources to make profit at all costs.
True False
19. To be efficient is to achieve organizational goals. To be effective is to achieve goals with minimum waste of resources.
True False
20. Efficiency is far more important than effectiveness in today's competitive environment.
True False
21. The four traditional functions of management include planning, organizing, leading and service.
True False
22. Organizing is assembling and coordinating the resources needed to achieve goals.
True False
23. Leading is taking care of all of the organizational items that occur so that your department moves forward.
True False
24. Controlling monitors performance and implements necessary changes.
True False
25. To become an effective manager you should choose one or two of the four management functions and become expert in only those. An outstanding manager only needs to be proficient in one or two of the functions as he or she can hire others to do the remaining functions.
True False
26. Top managers are also called tactical managers since they must translate the general goals into specific objectives and activities.
True False
27. Frontline managers often have titles such as supervisor or sales manager.
True False
28. The need for interpersonal and communication skills fades as a manager moves from the lower levels of an organization into the upper management arena.
True False
29. As managers rise through an organization, they will probably rely less on their technical skills.
True False
30. Interpersonal skills are most important early in your career, whereas technical skills are important as you rise higher in the company.
True False
31. Being a manager is more like being the conductor of an orchestra than playing an instrument in it.
True False
32. In today's work environment, one should only focus on becoming a specialist, since jobs are becoming so specialized.
True False

33. Emotional intelligence involves the skills of understanding yourself, managing yourself and dealing effectively with others.
True False
34. Social capital is the goodwill stemming from your social relationships.
True False
35. In managing your career, it is important to know that now, more than ever individuals will be accountable for their actions and for results.
True False
36. Which of the following is one of the key elements that make the current business landscape different from the past?
A. Diversity
B. Collaboration across organizational boundaries
C. Quality
D. Cost competitiveness
E. Speed
37. Successful CEO's know that the change from a local to a global marketplace is
A. irrelevant to today's business environment.
B. irreversible.
C. unchanging.
D. slowing.
E. no different than it has been over the last three decades.
38. Globalization is an issue primarily for
A. large transnational firms.
B. medium-sized transnational firms.
C. small transnational firms.
D. domestic firms with overseas sales.
E. all firms.
39. Which of the following statements about the Internet is true?
A. The Internet always makes things easier.
B. The Internet drives down costs.
C. The Internet's only impact is on business as a whole.
D. All email messages are emergencies.
E. People connected to the Internet should respond to email messages immediately.
40. _____ is the set of practices aimed at discovering and harnessing an organization's intellectual resources—fully utilizing the intellects of the organization's people.
A. Knowledge management
B. Collaboration
C. Innovation
D. Service management
E. Communication management
41. Which of the following statements about collaboration is true?
A. Collaboration occurs only within the boundaries of the organization.
B. It is unrealistic to think that the company can collaborate with its customers.
C. Disclosing your plans by collaborating with potential investors in your firm is not a good idea.
D. Collaboration is an important process of knowledge management.
E. Collaboration outside of the organization is out of the question because of the risk of disclosing trade secrets.

42. _____ is the introduction of new goods and services.
- A. Collaboration
 - B. Invention
 - C. Innovation
 - D. Adaptation
 - E. Production life cycle
43. _____ is the excellence of your product.
- A. Innovation
 - B. Quality
 - C. Quantity
 - D. Six-sigma
 - E. Customization
44. Which of the following is a way to measure quality?
- A. Product performance
 - B. Customer service
 - C. Reliability
 - D. Aesthetics
 - E. All of the above can be used to measure quality.
45. _____ --rapid execution, response, and delivery of results—often separates the winners from the losers.
- A. Service
 - B. Quality
 - C. Innovation
 - D. Speed
 - E. Competitiveness
46. Cost competitiveness means that you
- A. sacrifice quality to keep costs low.
 - B. carefully monitor costs mainly during the start-up of business.
 - C. price your product or service at a level attractive to consumers.
 - D. manage your costs by being effective.
 - E. offer a high quality product at a higher price.
47. Managing your costs and keeping them down requires being
- A. effective.
 - B. fast.
 - C. mindful of high service requirements.
 - D. efficient.
 - E. collaborative.
48. Which of the following statements about the sources of competitive advantage is true?
- A. The best companies choose one source of competitive advantage and perfect it.
 - 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 improve quality and also enhance speed.
 - D. Outsourcing certain functions is likely to decrease innovation.
 - E. The faster the product is provided the more innovation suffers.
49. _____ is the process of working with people and resources to accomplish organizational goals.
- A. Planning
 - B. Management
 - C. Controlling
 - D. Decision making
 - E. Collaboration

50. The key management functions include
- A. planning, leading, controlling and organizing.
 - B. marketing, finance, accounting and production.
 - C. planning, operations, labor and contracting.
 - D. hiring, training, appraising and firing.
 - E. marketing, management, finance and accounting.
51. Planning involves which of the following?
- A. Analyzing current situations
 - B. Determining rewards for goals achievement
 - C. Attracting people to the organization
 - D. Motivating employees
 - E. Implementing necessary changes
52. _____ is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals.
- A. Staffing
 - B. Leading
 - C. Organizing
 - D. Planning
 - E. Controlling
53. The Quilt Shop, Inc. periodically reviews the goals of the company. During the process, the Quilt Shop managers analyze their current strategies as compared to their competitors, 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 Quilt Shop managers are engaged in the management function of
- A. organizing.
 - B. planning.
 - C. goal coordination.
 - D. controlling.
 - E. leading.
54. Scrappy Sales, Inc. a local recycling plant, recently embarked on an effort to increase coordination and cooperation within the company. During the process, Scrappy managers reviewed and specified job responsibilities, grouped jobs into work units and re-allocated resources within the company. Scrappy managers were exercising the management function of
- A. planning.
 - B. organizing.
 - C. leading.
 - D. controlling.
 - E. budgeting.
55. _____ involves assembling and coordinating organizational resources.
- A. Controlling
 - B. Planning
 - C. Organizing
 - D. Leading
 - E. Quantifying
56. Building a dynamic organization is another way of describing which function of management?
- A. Planning
 - B. Organizing
 - C. Leading
 - D. Controlling
 - E. Staffing

57. As one of the key management functions, leading focuses on a manager's efforts to
- mobilize people to contribute their ideas.
 - build organizations that are flexible and adaptive.
 - make sure goals are met.
 - identify opportunities for sustainable advantage.
 - build a dynamic organization.
58. A manager's ability to stimulate people to be high performers is referred to as
- planning.
 - organizing.
 - leading.
 - controlling.
 - monitoring.
59. When Johnny Jack, manager of Jack-Mack Enterprises realized that his plan to increase sales levels among associates was not producing the results he desired, he took quick action to make necessary adjustments. Johnny was exercising the management function of
- planning.
 - organizing.
 - leading.
 - controlling.
 - communicating.
60. _____ involves monitoring performance and making necessary changes.
- Budgeting
 - Planning
 - Organizing
 - Leading
 - Controlling
61. Through careful monitoring of the financial budgets of a firm, managers can detect potential problems in reaching their financial goals and take actions to reverse the problem. This is an example of the management function of
- planning.
 - controlling.
 - leading.
 - organizing.
 - budgeting.
62. Senior executives responsible for the overall management and effectiveness of the organization are called
- long-term managers.
 - middle managers.
 - strategic managers.
 - tactical managers.
 - short-run managers.
63. The three levels of managers within large organizations are
- international, regional and local.
 - marketing, management and accounting.
 - technical, functional and departmental.
 - upper level, top management and functional.
 - top-level, middle-level and frontline.

64. Top-level managers focus on
- A. long-term survival of an organization.
 - B. translating goals and objectives into specific activities.
 - C. managing frontline managers.
 - D. supervising non-management employees.
 - E. initiating new daily activities.
65. _____ managers are typically concerned with the interaction between the organization and its external environment.
- A. Regional
 - B. Top-level
 - C. Middle-level
 - D. Frontline
 - E. Functional
66. CEO, President, COO and Vice President are all titles typical of which level of management?
- A. Strategic
 - B. Tactical
 - C. Operational
 - D. Functional
 - E. Regional
67. Which type of manager has responsibility for translating the general goals and plans developed for an organization into more specific activities?
- A. Operational managers
 - B. Functional managers
 - C. Activities managers
 - D. Strategic managers
 - E. Tactical managers
68. Lower-level managers who supervise the operational activities of the organization are called
- A. frontline managers.
 - B. middle managers.
 - C. top-level managers.
 - D. tactical managers.
 - E. strategic managers.
69. Tactical managers are often referred to as
- A. center managers.
 - B. middle-level managers.
 - C. lower-level managers.
 - D. operational managers.
 - E. upper-middle managers.
70. Managers responsible for supervising the operations of an organization are referred to as
- A. strategic managers.
 - B. functional managers.
 - C. supervisory managers.
 - D. operational managers.
 - E. tactical managers.
71. Operational managers play a crucial role in an organization because they provide
- A. the link between managerial and non-managerial personnel.
 - B. discipline for problem managers.
 - C. the key plans for an organization's success.
 - D. feedback on top management performance.
 - E. direction and strategy for the organization.

72. One of Cory Crowe's primary activities in his career as a supervisor at Crowe Bird Food, Inc. is working with his middle-manager, A.J. "Crazy" Crowe to carry out opportunities for new growth in the business (such as expanding into exotic bird foods) and developing the people who are actually manufacturing the food. Cory is most likely a(n)
- A. frontline manager.
 - B. tactical manager.
 - C. middle-level manager.
 - D. top-level manager.
 - E. administrative controller.
73. Titles such as foreman, sales manager, shift manager, or supervisor typically belong to managers at what level?
- A. Strategic
 - B. Middle
 - C. Top
 - D. Operational
 - E. Tactical
74. As a manager at Get-Rich-Quick Investments (GRQ), Claus Cloudy spends much of his time coaching young managers and making sure that needed information reaches the GRQ branches so they will be successful. Claus would best be described as a (an)
- A. frontline manager.
 - B. tactical manager.
 - C. operational manager.
 - D. top-level manager.
 - E. institutional controller.
75. In smaller entrepreneurial firms and even in more adaptive larger firms, managers
- A. are no longer utilized.
 - B. rely more heavily on technical skills.
 - C. serve as "experts" on whom the entire firm depends.
 - D. have strategic, tactical and operational responsibilities.
 - E. focus on internal operations only.
76. Which of a manager's roles involves searching for new business opportunities and initiating new projects to create change?
- A. Leader
 - B. Figurehead
 - C. Entrepreneur
 - D. Resource allocator
 - E. Monitor
77. Which of a manager's roles involves speaking on behalf of the organization?
- A. Disseminator
 - B. Spokesperson
 - C. Liaison
 - D. Figurehead
 - E. Disturbance handler
78. Which of the following managerial roles is a decisional role?
- A. Spokesperson
 - B. Liaison
 - C. Leader
 - D. Negotiator
 - E. Monitor

79. The President of Delta Design, LLC attended the opening ceremony for a customer's new office complex. Which of a manager's roles was the President playing in this situation?
- A. Leader
 - B. Liaison
 - C. Figurehead
 - D. Spokesperson
 - E. Resource allocator
80. When a customer service manager works to diffuse a situation with an irate customer, which managerial role is he/she taking on?
- A. Liaison
 - B. Disturbance handler
 - C. Negotiator
 - D. Resource allocator
 - E. Leader
81. A(n) _____ skill is the ability to perform a specialized task that involves a certain method or process.
- A. conceptual
 - B. decision
 - C. interpersonal
 - D. communication
 - E. technical
82. Which of the following represent skills that managers need?
- A. Interpersonal & communication, conceptual & decision, and professional
 - B. Technical, interpersonal & communication and conceptual & decision
 - C. Professional, technical, and interpersonal & communication
 - D. Conceptual & decision, professional and technical
 - E. Professional, technical, and conceptual & decision
83. Using a particular software program at an expert level, compilation of an accounting statement, and writing advertising copy are all examples of which type of skill?
- A. Technical
 - B. Professional
 - C. Conceptual
 - D. Interpersonal
 - E. Quantitative
84. Managers will utilize _____ skills with increasing frequency as they rise within an organization.
- A. conceptual and decision
 - B. informational
 - C. technical
 - D. professional
 - E. negotiation

85. Top management at Sunset Studios, Inc. recognized a lack of employee enthusiasm about the new website. In fact there was a fair amount of infighting and blame around whom was responsible for the layout, given the entire firm considered itself to be tops in design and production. Sammy Sunset got the team together and engaged them in a lively discussion to determine how to change the website so that it reflected more of Sunset Studios' 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.
- A. conceptual and decision
 - B. informational
 - C. technical
 - D. professional
 - E. negotiation
86. _____ skills influence a manager's ability to work well with people.
- A. Decisional
 - B. Technical
 - C. Interpersonal
 - D. Professional
 - E. Conceptual
87. Listening to employee suggestions, gaining support for organizational objectives and fostering an atmosphere of teamwork are all considered
- A. technical skills.
 - B. interpersonal/communication skills.
 - C. diagnostic skills.
 - D. professional skills.
 - E. conceptual skills.
88. The importance of managerial skills is exemplified by which of the following statements?
- A. Obtaining high performance from people in the organization is easy because of the authority managers . will continue to have over knowledge workers.
 - B. Upper- level managers need technical skills to manage supervisory personnel.
 - C. Supervisory level managers have the most contact with the top-level managers.
 - 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.
89. The set of skills composed of understanding yourself, managing yourself and dealing effectively with others is called
- A. self reliance.
 - B. social capital.
 - C. emotional intelligence.
 - D. career management.
 - E. social management.
90. Which of the following is a component of emotional intelligence?
- A. Making good decisions
 - B. Dealing with power plays made by others
 - C. Understanding the shortcomings of those you work with
 - D. Advising others how to become happier at work
 - E. Helping others understand you are correct

91. A common complaint about leaders, especially those who are newly-appointed is that they lack which of the following?
- A. Emotional understanding
 - B. Empathy
 - C. The ability to receive feedback from subordinates
 - D. Decision making skills
 - E. Self control
92. Which of the following is a recommendation for forging a successful career?
- A. Be a specialist.
 - B. Be self-reliant.
 - C. Be a generalist.
 - D. Actively manage your relationship with your organization.
 - E. All of the above are recommendations for forging a successful career.
93. Being self-reliant means
- A. to take full responsibility for yourself, your actions, and your career.
 - B. responding when others have innovative ideas.
 - C. always waiting for orders from higher in the organization.
 - D. knowing that the organization will manage your career.
 - E. responding before orders come from higher in the organization.
94. Goodwill stemming from social relationships is called
- A. social empathy.
 - B. social capital.
 - C. emotional intelligence.
 - D. emotional capital.
 - E. empathetic goodwill.
95. When you view yourself as an employee and expect your employer to tell you what to do and give you pay and benefits, you are acting as a(n)
- A. active contributor in a productive relationship.
 - B. agent for social capital.
 - C. passive employee.
 - D. example of an emotionally intelligent employee.
 - E. connected team member.
96. Actively managing your relationship with your organization includes managerial actions such as
- A. delivering strategic value.
 - B. building a dynamic organization.
 - C. mobilizing people.
 - D. learning and changing.
 - E. doing all of the above.
97. "We have moved from an economy of hands to an economy of heads". Do you agree with this statement? Explain.

98. List and describe several ways organizations collaborate across boundaries.
99. List and explain each of the five keys to managing for competitive advantage.
100. Briefly describe each of the four key management functions.
101. Differentiate between the various management levels in an organization.
102. At which level of management will you find conceptual and decision skills most utilized? Why?
103. What should you do to forge a successful, gratifying career? Briefly explain each of the four dimensions that should be considered.

Scenario A. Naturally Yours, Inc. is a new brand of organic clothing recently introduced throughout the world. The company is unique in that it has collaborated with its suppliers and largest potential customers to bring the clothing to market. The concept has been a huge success as the idea of sustainability is becoming more "main stream" especially in developed countries. The quick growth in sales has lead Naomi and Yolanda, the company founders, to look to your consulting company for help in assuring the future success of the company.

104. Naomi and Yolanda want to maintain a strong competitive advantage in the organic clothing industry. They have consulted with you and have decided to maintain their current direction of continuing to produce new items targeted to new markets, such as children's clothing, in addition to the women's clothing items that were originally designed and produced by the company. Given the information in this scenario, which of the fundamental success drivers are they most likely using?
- A. Planning
 - B. Innovation
 - C. Quality
 - D. Organizing
 - E. Cost competitiveness
105. Naomi and Yolanda have always focused on being efficient managers. What is the best advice you should give them, given the quick success they have had with Naturally Yours and the information provided in the scenario?
- A. Efficiency is the only key to their continued success.
 - B. Now it is time for them to consider only effectiveness, since they clearly have efficiency under control . and this is not likely to change in the future.
 - C. To continue their success they should maintain a clear focus on both effectiveness and efficiency . especially while their company is experiencing such a high growth in sales.
 - D. Now would be the perfect time to buy beautiful homes for their families since they have earned it.
 - E. As the top-level managers the best action plan for them is to carefully design the new items to assure . these items are well accepted by the target consumers.
106. As the founders of the company, Naomi and Yolanda are best described as
- A. tactical managers.
 - B. strategic managers.
 - C. middle-managers.
 - D. external managers.
 - E. internal managers.
107. When hiring people who are beginning their management career and who will join Naturally Yours as entry-level supervisors to oversee the design and production of their clothing lines, Naomi and Yolanda should look primarily for which type of skills in these managers?
- A. Conceptual and decision skills
 - B. Monitoring skills
 - C. Language fluency
 - D. Technical skills
 - E. Negotiating skills

Scenario B. Suppose you are interviewing the CEO of a large company. The CEO is telling you about his/her job as a manager and how he/she spends time. Using the descriptions below, which function of management is the CEO most likely describing in each of the examples?

108. "Recently, I spent a great deal of time looking at how to define jobs and group jobs together to most efficiently utilize the employees in those jobs. Other times, my focus is more towards financial resources."
- A. planning
 - B. organizing
 - C. leading
 - D. controlling
 - E. decision making

109. "My days are filled with opportunities to ask if we are meeting our goals, wondering if things are going as we planned and making adjustments where needed."
- A. planning
 - B. organizing
 - C. leading
 - D. controlling
 - E. decision making
110. "My job, for some part of each day is to empower our employees to think of things in new and different ways, not just to come to work and complete the tasks on a list."
- A. planning
 - B. organizing
 - C. leading
 - D. controlling
 - E. decision making
111. "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 the appropriate actions are undertaken to achieve our goals within the time frame we set."
- A. planning
 - B. organizing
 - C. leading
 - D. controlling
 - E. decision making

Scenario C. As a management researcher, you are studying management behaviors and the roles that managers play. Your field work takes you to Puffy Treats, a local cream puff bakery in your university's city, to "shadow" the manager for a day. At the end of the day, there are three events that really caught your attention. First, at an early meeting with the Puffy Treats employees, the manager notified the employees of a pending lay-off. This news was met with a great deal of anxiety on the part of the employees even though the manager was as kind as she could be when delivering the news. One employee reacted very angrily and became so disruptive that the manager had to call the local police to have her escorted out of the shop. Later in the day, the manager made a call to a supplier to find out if anything "new and interesting" was going on in the bakery industry. Finally, after work, the manager left to attend an employee's wedding.

112. When the manager notifies the employees of the pending layoff, which of the managerial roles is the manager of Puffy Treats performing?
- A. Leader
 - B. Liaison
 - C. Disseminator
 - D. Spokesperson
 - E. Disturbance handler
113. When the manager deals with the angry employee, which of the managerial roles is the manager of Puffy Treats performing?
- A. Monitor
 - B. Negotiator
 - C. Disturbance handler
 - D. Resource allocator
 - E. Liaison

114. When the manager attends the employee's wedding, which of the managerial roles is the manager of Puffy Treats performing?
- A. Liaison
 - B. Figurehead
 - C. Spokesperson
 - D. Entrepreneur
 - E. Disturbance handler

Ch01 Key

1. (p. 4) The four key elements that make the current business environment different from the past include globalization, technological change, the importance of knowledge and ideas and collaboration across organizational boundaries.

TRUE

Management is a challenge requiring constant adaptation to new circumstances. The four key elements that make the current business landscape different from the past: globalization, technological change, the importance of knowledge and ideas, and collaboration across organizational "boundaries."

AACSB: Analytic
Bateman - Chapter 01 #1
Blooms: Comprehension

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.

Level of Difficulty: Medium

Topic: Managing in the New Competitive Landscape

2. (p. 6) It can be said that technology both complicates things and creates new opportunities.

TRUE

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

AACSB: Analytic
Bateman - Chapter 01 #2
Blooms: Comprehension

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.

Level of Difficulty: Medium

Topic: Managing in the New Competitive Landscape

3. (p. 6-7) Using personal technology such as a BlackBerry, means that you must be available all of the time to do the best job possible.

FALSE

Using technology effectively is more than a matter of learning new skills; it also involves making judgments about when and where to apply the technology for maximum benefit.

AACSB: Analytic
Bateman - Chapter 01 #3
Blooms: Comprehension

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.

Level of Difficulty: Medium

Topic: Managing in the New Competitive Landscape

4. (p. 7) Knowledge management is a set of practices aimed at discovering and harnessing the competition's intellectual resources.

FALSE

AACSB: Analytic
Bateman - Chapter 01 #4
Blooms: Knowledge

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.

Level of Difficulty: Easy

Topic: Managing in the New Competitive Landscape

5. Collaboration can occur between but not within organizations.

(p. 7) **FALSE**

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.

AACSB: Analytic
Bateman - Chapter 01 #5
Blooms: Comprehension

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.
Level of Difficulty: Medium
Topic: Managing in the New Competitive Landscape

6. Better serving the customer can start with involving the customer more in company decisions, especially when it comes to discovering more about customer attitudes.

(p. 8)

TRUE

Customers can be collaborators. Companies must realize that the need to serve the customer drives everything else. Best serving the customer can start with involving the customer more in company decisions.

AACSB: Analytic
Bateman - Chapter 01 #6
Blooms: Comprehension

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.
Level of Difficulty: Medium
Topic: Managing in the New Competitive Landscape

7. The key to company success is how much the industry in which it operates will affect society or how much it will grow.

(p. 9)

FALSE

The key to understanding the success of a company is the competitive advantage held by a particular company and how well it can sustain that advantage.

AACSB: Analytic
Bateman - Chapter 01 #7
Blooms: Comprehension

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Medium
Topic: Managing for Competitive Advantage

8. The fundamental success drivers for an organization are innovation, quality, speed, and product delivery time.

(p. 9)

FALSE

What really drives performance is the need for innovation, quality, service, speed, and cost competitiveness.

AACSB: Analytic
Bateman - Chapter 01 #8
Blooms: Comprehension

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Medium
Topic: Managing for Competitive Advantage

9. Innovation is the introduction of new goods and services.

(p. 9)

TRUE

AACSB: Analytic
Bateman - Chapter 01 #9
Blooms: Knowledge

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Easy
Topic: Managing for Competitive Advantage

10. If an organization does not innovate, it will die.
(p. 9) **TRUE**

A firm must adapt to changes in consumer demands and to new competitors, that is, it must innovate or it will die.

AACSB: Analytic
Bateman - Chapter 01 #10
Blooms: Comprehension
Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Medium
Topic: Managing for Competitive Advantage

11. Quality is the excellence of your product (including goods and services).
(p. 9) **TRUE**

AACSB: Analytic
Bateman - Chapter 01 #11
Blooms: Knowledge
Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Easy
Topic: Managing for Competitive Advantage

12. Total quality includes preventing defects before they occur.
(p. 10) **TRUE**

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

AACSB: Analytic
Bateman - Chapter 01 #12
Blooms: Comprehension
Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Medium
Topic: Managing for Competitive Advantage

13. Today, customers value both the quality of physical goods and the quality of services.
(p. 10) **TRUE**

Quality is the excellence of your product including goods and services, both of which are valued by customers.

AACSB: Analytic
Bateman - Chapter 01 #13
Blooms: Comprehension
Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Medium
Topic: Managing for Competitive Advantage

14. One dimension of service quality is making it easy and enjoyable for customers to experience a service or to buy and use products.
(p. 11) **TRUE**

AACSB: Analytic
Bateman - Chapter 01 #14
Blooms: Knowledge
Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Easy
Topic: Managing for Competitive Advantage

15. Corporate speed often separates the winners from the losers in business.
(p. 11) **TRUE**

In the modern business environment, speed—rapid execution, response, and delivery of results—often separates the winners from the losers.

AACSB: Analytic
Bateman - Chapter 01 #15
Blooms: Comprehension

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Medium
Topic: Managing for Competitive Advantage

16. "Cost competitiveness" means pricing your products lower than all competitors' products.
(p. 11) **FALSE**

AACSB: Analytic
Bateman - Chapter 01 #16
Blooms: Knowledge

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Easy
Topic: Managing for Competitive Advantage

17. Managing for competitive advantage includes delivering innovation, quality, service, speed, and cost competitiveness.
(p. 12) **TRUE**

AACSB: Analytic
Bateman - Chapter 01 #17
Blooms: Knowledge

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Easy
Topic: Managing for Competitive Advantage

18. Management is the process of working with people and resources to make profit at all costs.
(p. 12) **FALSE**

AACSB: Analytic
Bateman - Chapter 01 #18
Blooms: Knowledge

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Easy
Topic: The Functions of Management

19. To be efficient is to achieve organizational goals. To be effective is to achieve goals with minimum waste of resources.
(p. 12-13) **FALSE**

AACSB: Analytic
Bateman - Chapter 01 #19
Blooms: Knowledge

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Easy
Topic: The Functions of Management

20. Efficiency is far more important than effectiveness in today's competitive environment.
(p. 13) **FALSE**

Some managers fail on both criteria, or focus on one at the expense of another. The best managers maintain a clear focus on both effectiveness and efficiency.

AACSB: Analytic
Bateman - Chapter 01 #20
Blooms: Comprehension

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Medium
Topic: The Functions of Management

21. The four traditional functions of management include planning, organizing, leading and service.
(p. 13-14) **FALSE**

AACSB: Analytic
Bateman - Chapter 01 #21
Blooms: Knowledge

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Easy
Topic: The Functions of Management

22. Organizing is assembling and coordinating the resources needed to achieve goals.

(p. 14)

TRUE

AACSB: Analytic
Bateman - Chapter 01 #22
Blooms: Knowledge
Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Easy
Topic: The Functions of Management

23. Leading is taking care of all of the organizational items that occur so that your department moves forward.

(p. 14)

FALSE

AACSB: Analytic
Bateman - Chapter 01 #23
Blooms: Knowledge
Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Easy
Topic: The Functions of Management

24. Controlling monitors performance and implements necessary changes.

(p. 14)

TRUE

AACSB: Analytic
Bateman - Chapter 01 #24
Blooms: Knowledge
Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Easy
Topic: The Functions of Management

25. To become an effective manager you should choose one or two of the four management functions and become expert in only those. An outstanding manager only needs to be proficient in one or two of the functions as he or she can hire others to do the remaining functions.

(p. 16)

FALSE

Managers should devote adequate attention and resources to all four functions. One can be a skilled planner and controller, but if you organize your people improperly or fail to inspire them to perform at high levels, you will not be realizing your potential as a manager.

AACSB: Analytic
Bateman - Chapter 01 #25
Blooms: Comprehension
Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Medium
Topic: The Functions of Management

26. Top managers are also called tactical managers since they must translate the general goals into specific objectives and activities.

(p. 16)

FALSE

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

AACSB: Analytic
Bateman - Chapter 01 #26
Blooms: Comprehension
Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Medium
Topic: Management Levels and Skills

27. Frontline managers often have titles such as supervisor or sales manager.

(p. 18)

TRUE

AACSB: Analytic
Bateman - Chapter 01 #27
Blooms: Knowledge
Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Easy
Topic: Management Levels and Skills

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

FALSE

Interpersonal skills are important throughout your career, at every level of management.

AACSB: Analytic
Bateman - Chapter 01 #28
Blooms: Comprehension

Learning Objective: 01-05 Define the skills you need to be an effective manager.
Level of Difficulty: Medium
Topic: Management Levels and Skills

29. As managers rise through an organization, they will probably rely less on their technical skills.

TRUE

Technical skills are most important early in your career. Conceptual and decision skills become more important than technical skills as you rise higher in the company.

AACSB: Analytic
Bateman - Chapter 01 #29
Blooms: Comprehension

Learning Objective: 01-05 Define the skills you need to be an effective manager.
Level of Difficulty: Medium
Topic: Management Levels and Skills

30. Interpersonal skills are most important early in your career, whereas technical skills are important as you rise higher in the company.

FALSE

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

AACSB: Analytic
Bateman - Chapter 01 #30
Blooms: Comprehension

Learning Objective: 01-05 Define the skills you need to be an effective manager.
Level of Difficulty: Medium
Topic: Management Levels and Skills

31. Being a manager is more like being the conductor of an orchestra than playing an instrument in it.

TRUE

At the beginning of your career, your contribution to your employer depends on your own performance; that's all you're responsible for. But on becoming a manager, you are responsible for the whole group, as a conductor is responsible for the entire orchestra.

AACSB: Analytic
Bateman - Chapter 01 #31
Blooms: Comprehension

Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Medium
Topic: You and Your Career

32. In today's work environment, one should only focus on becoming a specialist, since jobs are becoming so specialized.

FALSE

It will help if you can become both a specialist and a generalist. Seek to become a specialist; you should be an expert in something. Over time, you should learn to be a generalist, knowing enough about a variety of business disciplines so that you can think strategically and work with different perspectives.

AACSB: Analytic
Bateman - Chapter 01 #32
Blooms: Comprehension

Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Medium
Topic: You and Your Career

33. Emotional intelligence involves the skills of understanding yourself, managing yourself and dealing effectively with others.

TRUE

AACSB: Analytic
Bateman - Chapter 01 #33
Blooms: Knowledge

Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Easy
Topic: You and Your Career

34. Social capital is the goodwill stemming from your social relationships.

TRUE

AACSB: Analytic
Bateman - Chapter 01 #34
Blooms: Knowledge

Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Easy
Topic: You and Your Career

35. In managing your career, it is important to know that now, more than ever individuals will be accountable for their actions and for results.

TRUE

Today managers must do more, better. You'll need to deliver competitive advantage and thrive on change.

AACSB: Analytic
Bateman - Chapter 01 #35
Blooms: Comprehension

Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Medium
Topic: You and Your Career

36. Which of the following is one of the key elements that make the current business landscape different from the past?

- A. Diversity
- B. Collaboration across organizational boundaries**
- C. Quality
- D. Cost competitiveness
- E. Speed

AACSB: Analytic
Bateman - Chapter 01 #36
Blooms: Knowledge

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.
Level of Difficulty: Easy
Topic: Managing in the New Competitive Landscape

37. Successful CEO's know that the change from a local to a global marketplace is
(p. 5) A. irrelevant to today's business environment.
B. irreversible.
C. unchanging.
D. slowing.
E. no different than it has been over the last three decades.

Successful CEOs know that the change from a local to a global marketplace is gaining momentum and is irreversible, primarily due to the availability of the Internet.

AACSB: Analytic
Bateman - Chapter 01 #37
Blooms: Comprehension

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.
Level of Difficulty: Medium
Topic: Managing in the New Competitive Landscape

38. Globalization is an issue primarily for
(p. 5) A. large transnational firms.
B. medium-sized transnational firms.
C. small transnational firms.
D. domestic firms with overseas sales.
E. all firms.

Globalization affects small companies as well as large. Many small companies export their goods. Many domestic firms assemble their products in other countries.

AACSB: Analytic
Bateman - Chapter 01 #38
Blooms: Comprehension

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.
Level of Difficulty: Medium
Topic: Managing in the New Competitive Landscape

39. Which of the following statements about the Internet is true?
(p. 6) A. The Internet always makes things easier.
B. The Internet drives down costs.
C. The Internet's only impact is on business as a whole.
D. All email messages are emergencies.
E. People connected to the Internet should respond to email messages immediately.

The Internet is important to business because it drives down costs and speeds up globalization. It improves efficiency of decision making.

AACSB: Analytic
Bateman - Chapter 01 #39
Blooms: Comprehension

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.
Level of Difficulty: Medium
Topic: Managing in the New Competitive Landscape

40. _____ is the set of practices aimed at discovering and harnessing an organization's intellectual
(p. 7) resources—fully utilizing the intellects of the organization's people.
A. Knowledge management
B. Collaboration
C. Innovation
D. Service management
E. Communication management

AACSB: Analytic
Bateman - Chapter 01 #40
Blooms: Knowledge

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.
Level of Difficulty: Easy
Topic: Managing in the New Competitive Landscape

41. Which of the following statements about collaboration is true?
(p. 7)
- A. Collaboration occurs only within the boundaries of the organization.
 - B. It is unrealistic to think that the company can collaborate with its customers.
 - C. Disclosing your plans by collaborating with potential investors in your firm is not a good idea.
 - D.** Collaboration is an important process of knowledge management.
 - E. Collaboration outside of the organization is out of the question because of the risk of disclosing trade secrets.

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

AACSB: Analytic
Bateman - Chapter 01 #41
Blooms: Comprehension

Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.
Level of Difficulty: Medium
Topic: Managing in the New Competitive Landscape

42. _____ is the introduction of new goods and services.
(p. 9)
- A. Collaboration
 - B. Invention
 - C.** Innovation
 - D. Adaptation
 - E. Production life cycle

AACSB: Analytic
Bateman - Chapter 01 #42
Blooms: Knowledge

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Easy
Topic: Managing for Competitive Advantage

43. _____ is the excellence of your product.
(p. 9)
- A. Innovation
 - B.** Quality
 - C. Quantity
 - D. Six-sigma
 - E. Customization

AACSB: Analytic
Bateman - Chapter 01 #43
Blooms: Knowledge

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Easy
Topic: Managing for Competitive Advantage

44. Which of the following is a way to measure quality?
(p. 10)
- A. Product performance
 - B. Customer service
 - C. Reliability
 - D. Aesthetics
 - E.** All of the above can be used to measure quality.

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

AACSB: Analytic
Bateman - Chapter 01 #44
Blooms: Comprehension

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Medium
Topic: Managing for Competitive Advantage

45. _____--rapid execution, response, and delivery of results—often separates the winners from the losers.
(p. 11)
- A. Service
 - B. Quality
 - C. Innovation
 - D. Speed**
 - E. Competitiveness

AACSB: Analytic
Bateman - Chapter 01 #45
Blooms: Knowledge

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Easy
Topic: Managing for Competitive Advantage

46. Cost competitiveness means that you
(p. 11)
- A. sacrifice quality to keep costs low.
 - B. carefully monitor costs mainly during the start-up of business.
 - C. price your product or service at a level attractive to consumers.**
 - D. manage your costs by being effective.
 - E. offer a high quality product at a higher price.

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.

AACSB: Analytic
Bateman - Chapter 01 #46
Blooms: Comprehension

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Medium
Topic: Managing for Competitive Advantage

47. Managing your costs and keeping them down requires being
(p. 12)
- A. effective.
 - B. fast.
 - C. mindful of high service requirements.
 - D. efficient.**
 - E. collaborative.

Managing your costs and keeping them down requires being efficient: accomplishing your goals by using your resources wisely and minimizing waste.

AACSB: Analytic
Bateman - Chapter 01 #47
Blooms: Comprehension

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Medium
Topic: Managing for Competitive Advantage

48. Which of the following statements about the sources of competitive advantage is true?
(p. 12)
- A. The best companies choose one source of competitive advantage and perfect it.
 - 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 improve quality and also enhance speed.**
 - D. Outsourcing certain functions is likely to decrease innovation.
 - E. The faster the product is provided the more innovation suffers.

The best managers and companies deliver on all five sources of competitive advantage. For example Virginia Mason Medical Center improved quality through measures that enhance speed.

AACSB: Analytic
Bateman - Chapter 01 #48
Blooms: Comprehension

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Medium
Topic: Managing for Competitive Advantage

49. _____ is the process of working with people and resources to accomplish organizational goals.
- A. Planning
 - B. Management**
 - C. Controlling
 - D. Decision making
 - E. Collaboration

AACSB: Analytic
Bateman - Chapter 01 #49
Blooms: Knowledge

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Easy

Topic: The Functions of Management

50. The key management functions include
- A. planning, leading, controlling and organizing.**
 - B. marketing, finance, accounting and production.
 - C. planning, operations, labor and contracting.
 - D. hiring, training, appraising and firing.
 - E. marketing, management, finance and accounting.

AACSB: Analytic
Bateman - Chapter 01 #50
Blooms: Knowledge

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Easy

Topic: The Functions of Management

51. Planning involves which of the following?
- A. Analyzing current situations**
 - B. Determining rewards for goals achievement
 - C. Attracting people to the organization
 - D. Motivating employees
 - E. Implementing necessary changes

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

AACSB: Analytic
Bateman - Chapter 01 #51
Blooms: Comprehension

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Medium

Topic: The Functions of Management

52. _____ is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals.
- A. Staffing
 - B. Leading
 - C. Organizing
 - D. Planning**
 - E. Controlling

AACSB: Analytic
Bateman - Chapter 01 #52
Blooms: Knowledge

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Easy

Topic: The Functions of Management

53. (p. 13) The Quilt Shop, Inc. periodically reviews the goals of the company. During the process, the Quilt Shop managers analyze their current strategies as compared to their competitors, 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 Quilt Shop managers are engaged in the management function of
- A. organizing.
 - B. planning.**
 - C. goal coordination.
 - D. controlling.
 - E. leading.

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

AACSB: Analytic
Bateman - Chapter 01 #53

Blooms: Application

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.

Level of Difficulty: Hard

Topic: The Functions of Management

54. (p. 14) Scrappy Sales, Inc. a local recycling plant, recently embarked on an effort to increase coordination and cooperation within the company. During the process, Scrappy managers reviewed and specified job responsibilities, grouped jobs into work units and re-allocated resources within the company. Scrappy managers were exercising the management function of
- A. planning.
 - B. organizing.**
 - C. leading.
 - D. controlling.
 - E. budgeting.

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.

AACSB: Analytic
Bateman - Chapter 01 #54

Blooms: Application

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.

Level of Difficulty: Hard

Topic: The Functions of Management

55. (p. 14) _____ involves assembling and coordinating organizational resources.
- A. Controlling
 - B. Planning
 - C. Organizing**
 - D. Leading
 - E. Quantifying

AACSB: Analytic
Bateman - Chapter 01 #55

Blooms: Knowledge

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.

Level of Difficulty: Easy

Topic: The Functions of Management

56. Building a dynamic organization is another way of describing which function of management?
(p. 14)
- A. Planning
 - B. Organizing**
 - C. Leading
 - D. Controlling
 - E. Staffing

AACSB: Analytic
Bateman - Chapter 01 #56
Blooms: Knowledge

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Easy
Topic: The Functions of Management

57. As one of the key management functions, leading focuses on a manager's efforts to
(p. 14)
- 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.

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

AACSB: Analytic
Bateman - Chapter 01 #57
Blooms: Comprehension

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Medium
Topic: The Functions of Management

58. A manager's ability to stimulate people to be high performers is referred to as
(p. 14)
- A. planning.
 - B. organizing.
 - C. leading.**
 - D. controlling.
 - E. monitoring.

AACSB: Analytic
Bateman - Chapter 01 #58
Blooms: Knowledge

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Easy
Topic: The Functions of Management

59. When Johnny Jack, manager of Jack-Mack Enterprises realized that his plan to increase sales levels among associates was not producing the results he desired, he took quick action to make necessary adjustments. Johnny was exercising the management function of
(p. 14)
- A. planning.
 - B. organizing.
 - C. leading.
 - D. controlling.**
 - E. communicating.

Controlling monitors performance and implements necessary changes as Johnny did when he realized sales were not as high as he had planned.

AACSB: Analytic
Bateman - Chapter 01 #59
Blooms: Application

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Hard
Topic: The Functions of Management

60. _____ involves monitoring performance and making necessary changes.

- (p. 14)
- A. Budgeting
 - B. Planning
 - C. Organizing
 - D. Leading
 - E. Controlling**

AACSB: Analytic
Bateman - Chapter 01 #60
Blooms: Knowledge

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.

Level of Difficulty: Easy

Topic: The Functions of Management

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

- (p. 14)
- A. planning.
 - B. controlling.**
 - C. leading.
 - D. organizing.
 - E. budgeting.

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

AACSB: Analytic
Bateman - Chapter 01 #61
Blooms: Application

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.

Level of Difficulty: Hard

Topic: The Functions of Management

62. Senior executives responsible for the overall management and effectiveness of the organization are called

- (p. 16)
- A. long-term managers.
 - B. middle managers.
 - C. strategic managers.**
 - D. tactical managers.
 - E. short-run managers.

AACSB: Analytic
Bateman - Chapter 01 #62
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.

Level of Difficulty: Easy

Topic: Management Levels and Skills

63. The three levels of managers within large organizations are

- (p. 16)
- A. international, regional and local.
 - B. marketing, management and accounting.
 - C. technical, functional and departmental.
 - D. upper level, top management and functional.
 - E. top-level, middle-level and frontline.**

AACSB: Analytic
Bateman - Chapter 01 #63
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.

Level of Difficulty: Easy

Topic: Management Levels and Skills

64. Top-level managers focus on
(p. 16) **A.** long-term survival of an organization.
B. translating goals and objectives into specific activities.
C. managing frontline managers.
D. supervising non-management employees.
E. initiating new daily activities.

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

AACSB: Analytic
Bateman - Chapter 01 #64
Blooms: Comprehension

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Medium
Topic: Management Levels and Skills

65. _____ managers are typically concerned with the interaction between the organization
(p. 16) and its external environment.
A. Regional
B. Top-level
C. Middle-level
D. Frontline
E. Functional

AACSB: Analytic
Bateman - Chapter 01 #65
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Easy
Topic: Management Levels and Skills

66. CEO, President, COO and Vice President are all titles typical of which level of management?
(p. 17) **A.** Strategic
B. Tactical
C. Operational
D. Functional
E. Regional

The CEO, COO, company presidents and vice-presidents are all strategic-level members of the top management team.

AACSB: Analytic
Bateman - Chapter 01 #66
Blooms: Comprehension

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Medium
Topic: Management Levels and Skills

67. Which type of manager has responsibility for translating the general goals and plans developed for an
(p. 17) organization into more specific activities?
A. Operational managers
B. Functional managers
C. Activities managers
D. Strategic managers
E. Tactical managers

AACSB: Analytic
Bateman - Chapter 01 #67
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Easy
Topic: Management Levels and Skills

68. Lower-level managers who supervise the operational activities of the organization are called
(p. 18) **A.** frontline managers.
B. middle managers.
C. top-level managers.
D. tactical managers.
E. strategic managers.

AACSB: Analytic
Bateman - Chapter 01 #68
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Easy

Topic: Management Levels and Skills

69. Tactical managers are often referred to as
(p. 17) A. center managers.
B. middle-level managers.
C. lower-level managers.
D. operational managers.
E. upper-middle managers.

AACSB: Analytic
Bateman - Chapter 01 #69
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Easy

Topic: Management Levels and Skills

70. Managers responsible for supervising the operations of an organization are referred to as
(p. 18) A. strategic managers.
B. functional managers.
C. supervisory managers.
D. operational managers.
E. tactical managers.

AACSB: Analytic
Bateman - Chapter 01 #70
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Easy

Topic: Management Levels and Skills

71. Operational managers play a crucial role in an organization because they provide
(p. 18) **A.** the link between managerial and non-managerial personnel.
B. discipline for problem managers.
C. the key plans for an organization's success.
D. feedback on top management performance.
E. direction and strategy for the organization.

AACSB: Analytic
Bateman - Chapter 01 #71
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Easy

Topic: Management Levels and Skills

72. (p. 18) One of Cory Crowe's primary activities in his career as a supervisor at Crowe Bird Food, Inc. is working with his middle-manager, A.J. "Crazy" Crowe to carry out opportunities for new growth in the business (such as expanding into exotic bird foods) and developing the people who are actually manufacturing the food. Cory is most likely a(n)
- A.** frontline manager.
 - B. tactical manager.
 - C. middle-level manager.
 - D. top-level manager.
 - E. administrative controller.

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 A.J. "Crazy" Crowe).

AACSB: Analytic
Bateman - Chapter 01 #72
Blooms: Application

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Hard
Topic: Management Levels and Skills

73. (p. 18) Titles such as foreman, sales manager, shift manager, or supervisor typically belong to managers at what level?
- A. Strategic
 - B. Middle
 - C. Top
 - D.** Operational
 - E. Tactical

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

AACSB: Analytic
Bateman - Chapter 01 #73
Blooms: Comprehension

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Medium
Topic: Management Levels and Skills

74. (p. 17) As a manager at Get-Rich-Quick Investments (GRQ), Claus Cloudy spends much of his time coaching young managers and making sure that needed information reaches the GRQ branches so they will be successful. Claus would best be described as a (an)
- A. frontline manager.
 - B.** tactical manager.
 - C. operational manager.
 - D. top-level manager.
 - E. institutional controller.

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. The tactical manager serves as the linchpin of internal communication.

AACSB: Analytic
Bateman - Chapter 01 #74
Blooms: Application

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Hard
Topic: Management Levels and Skills

75. In smaller entrepreneurial firms and even in more adaptive larger firms, managers
(p. 18)
- A. are no longer utilized.
 - B. rely more heavily on technical skills.
 - C. serve as "experts" on whom the entire firm depends.
 - D.** have strategic, tactical and operational responsibilities.
 - E. focus on internal operations only.

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

AACSB: Analytic
Bateman - Chapter 01 #75
Blooms: Comprehension

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Medium
Topic: Management Levels and Skills

76. Which of a manager's roles involves searching for new business opportunities and initiating new
(p. 18-19) projects to create change?
- A. Leader
 - B. Figurehead
 - C.** Entrepreneur
 - D. Resource allocator
 - E. Monitor

AACSB: Analytic
Bateman - Chapter 01 #76
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Easy
Topic: Management Levels and Skills

77. Which of a manager's roles involves speaking on behalf of the organization?
(p. 18-19)
- A. Disseminator
 - B.** Spokesperson
 - C. Liaison
 - D. Figurehead
 - E. Disturbance handler

AACSB: Analytic
Bateman - Chapter 01 #77
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Easy
Topic: Management Levels and Skills

78. Which of the following managerial roles is a decisional role?
(p. 18-19)
- A. Spokesperson
 - B. Liaison
 - C. Leader
 - D.** Negotiator
 - E. Monitor

AACSB: Analytic
Bateman - Chapter 01 #78
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Easy
Topic: Management Levels and Skills

79. The President of Delta Design, LLC attended the opening ceremony for a customer's new office complex. Which of a manager's roles was the President playing in this situation?
(p. 18-19)
- A. Leader
 - B. Liaison
 - C. Figurehead**
 - D. Spokesperson
 - E. Resource allocator

A figurehead role is an interpersonal role, which performs symbolic duties such as attending ceremonies and serving other social and legal demands.

AACSB: Analytic
Bateman - Chapter 01 #79
Blooms: Application

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.
Level of Difficulty: Hard
Topic: Management Levels and Skills

80. When a customer service manager works to diffuse a situation with an irate customer, which managerial role is he/she taking on?
(p. 18-19)
- A. Liaison
 - B. Disturbance handler**
 - C. Negotiator
 - D. Resource allocator
 - E. Leader

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

AACSB: Analytic
Bateman - Chapter 01 #80
Blooms: Application

Learning Objective: 01-05 Define the skills you need to be an effective manager.
Level of Difficulty: Hard
Topic: Management Levels and Skills

81. A(n) _____ skill is the ability to perform a specialized task that involves a certain method or process.
(p. 19)
- A. conceptual
 - B. decision
 - C. interpersonal
 - D. communication
 - E. technical**

AACSB: Analytic
Bateman - Chapter 01 #81
Blooms: Knowledge

Learning Objective: 01-05 Define the skills you need to be an effective manager.
Level of Difficulty: Easy
Topic: Management Levels and Skills

82. Which of the following represent skills that managers need?
(p. 19)
- A. Interpersonal & communication, conceptual & decision, and professional
 - B.** Technical, interpersonal & communication and conceptual & decision
 - C. Professional, technical, and interpersonal & communication
 - D. Conceptual & decision, professional and technical
 - E. Professional, technical, and conceptual & decision

Critical management skills include technical skills, interpersonal and communication skills, and conceptual and decision skills.

AACSB: Analytic
Bateman - Chapter 01 #82
Blooms: Comprehension

Learning Objective: 01-05 Define the skills you need to be an effective manager.
Level of Difficulty: Medium
Topic: Management Levels and Skills

83. Using a particular software program at an expert level, compilation of an accounting statement, and writing advertising copy are all examples of which type of skill?
(p. 19)
- A.** Technical
 - B. Professional
 - C. Conceptual
 - D. Interpersonal
 - E. Quantitative

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.

AACSB: Analytic
Bateman - Chapter 01 #83
Blooms: Comprehension

Learning Objective: 01-05 Define the skills you need to be an effective manager.
Level of Difficulty: Medium
Topic: Management Levels and Skills

84. Managers will utilize _____ skills with increasing frequency as they rise within an organization.
(p. 19)
- A.** conceptual and decision
 - B. informational
 - C. technical
 - D. professional
 - E. negotiation

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

AACSB: Analytic
Bateman - Chapter 01 #84
Blooms: Comprehension

Learning Objective: 01-05 Define the skills you need to be an effective manager.
Level of Difficulty: Medium
Topic: Management Levels and Skills

85. Top management at Sunset Studios, Inc. recognized a lack of employee enthusiasm about the new website. In fact there was a fair amount of infighting and blame around whom was responsible for the layout, given the entire firm considered itself to be tops in design and production. Sammy Sunset got the team together and engaged them in a lively discussion to determine how to change the website so that it reflected more of Sunset Studios' 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.

- (p. 19)
- A.** conceptual and decision
 - B. informational
 - C. technical
 - D. professional
 - E. negotiation

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

AACSB: Analytic
Bateman - Chapter 01 #85
Blooms: Application

Learning Objective: 01-05 Define the skills you need to be an effective manager.

Level of Difficulty: Hard

Topic: Management Levels and Skills

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

- (p. 19)
- A. Decisional
 - B. Technical
 - C.** Interpersonal
 - D. Professional
 - E. Conceptual

AACSB: Analytic
Bateman - Chapter 01 #86
Blooms: Knowledge

Learning Objective: 01-05 Define the skills you need to be an effective manager.

Level of Difficulty: Easy

Topic: Management Levels and Skills

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

- (p. 19)
- A. technical skills.
 - B.** interpersonal/communication skills.
 - C. diagnostic skills.
 - D. professional skills.
 - E. conceptual skills.

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

AACSB: Analytic
Bateman - Chapter 01 #87
Blooms: Application

Learning Objective: 01-05 Define the skills you need to be an effective manager.

Level of Difficulty: Hard

Topic: Management Levels and Skills

88. The importance of managerial skills is exemplified by which of the following statements?
(p. 20)
- A. Obtaining high performance from people in the organization is easy because of the authority managers will continue to have over knowledge workers.
 - B. Upper-level managers need technical skills to manage supervisory personnel.
 - C. Supervisory level managers have the most contact with the top-level managers.
 - 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.

Interpersonal skills are important throughout a manager's career, at every level of management. Several biomedical companies in California's Orange County collaborated to provide training because they observed that managers originally hired for their technical expertise needed to develop their people skills so that they could handle higher-level assignments successfully.

AACSB: Analytic
Bateman - Chapter 01 #88
Blooms: Comprehension

Learning Objective: 01-05 Define the skills you need to be an effective manager.
Level of Difficulty: Medium
Topic: Management Levels and Skills

89. The set of skills composed of understanding yourself, managing yourself and dealing effectively with others is called
(p. 20)
- A. self reliance.
 - B. social capital.
 - C.** emotional intelligence.
 - D. career management.
 - E. social management.

AACSB: Analytic
Bateman - Chapter 01 #89
Blooms: Knowledge

Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Easy
Topic: You and Your Career

90. Which of the following is a component of emotional intelligence?
(p. 20)
- A.** Making good decisions
 - B. Dealing with power plays made by others
 - C. Understanding the shortcomings of those you work with
 - D. Advising others how to become happier at work
 - E. Helping others understand you are correct

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

AACSB: Analytic
Bateman - Chapter 01 #90
Blooms: Comprehension

Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Medium
Topic: You and Your Career

91. A common complaint about leaders, especially those who are newly-appointed is that they lack which of the following?
(p. 20)
- A. Emotional understanding
 - B. Empathy**
 - C. The ability to receive feedback from subordinates
 - D. Decision making skills
 - E. Self control

A common complaint about leaders, especially newly promoted ones who had been outstanding individual performers, is that they lack what is perhaps the most fundamental of EQ skills: empathy.

AACSB: Analytic
Bateman - Chapter 01 #91
Blooms: Comprehension
Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Medium
Topic: You and Your Career

92. Which of the following is a recommendation for forging a successful career?
(p. 21-23)
- A. Be a specialist.
 - B. Be self-reliant.
 - C. Be a generalist.
 - D. Actively manage your relationship with your organization.
 - E. All of the above are recommendations for forging a successful career.**

To forge a successful, gratifying career, you are well advised to be both a specialist and a generalist, to be self-reliant and connected, to actively manage your relationship with your organization, and to know what is required not only to survive but also to thrive in today's world.

AACSB: Analytic
Bateman - Chapter 01 #92
Blooms: Comprehension
Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Medium
Topic: You and Your Career

93. Being self-reliant means
(p. 21)
- A. to take full responsibility for yourself, your actions, and your career.**
 - B. responding when others have innovative ideas.
 - C. always waiting for orders from higher in the organization.
 - D. knowing that the organization will manage your career.
 - E. responding before orders come from higher in the organization.

AACSB: Analytic
Bateman - Chapter 01 #93
Blooms: Knowledge
Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Easy
Topic: You and Your Career

94. Goodwill stemming from social relationships is called
(p. 22)
- A. social empathy.
 - B. social capital.**
 - C. emotional intelligence.
 - D. emotional capital.
 - E. empathetic goodwill.

AACSB: Analytic
Bateman - Chapter 01 #94
Blooms: Knowledge
Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Easy
Topic: You and Your Career

95. When you view yourself as an employee and expect your employer to tell you what to do and give you pay and benefits, you are acting as a(n)
(p. 23)
- A. active contributor in a productive relationship.
 - B. agent for social capital.
 - C.** passive employee.
 - D. example of an emotionally intelligent employee.
 - E. connected team member.

When you view yourself as an employee and passively expect your employer to tell you what to do and give you pay and benefits, your employer is in charge, and you are a passive recipient of its actions.

*AACSB: Analytic
Bateman - Chapter 01 #95
Blooms: Comprehension
Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Medium
Topic: You and Your Career*

96. Actively managing your relationship with your organization includes managerial actions such as
(p. 24, Figure 1.2)
- A. delivering strategic value.
 - B. building a dynamic organization.
 - C. mobilizing people.
 - D. learning and changing.
 - E.** doing all of the above.

Management actions that you can contribute include all of the choices in the question as shown in Figure 1.2.

*AACSB: Analytic
Bateman - Chapter 01 #96
Blooms: Comprehension
Learning Objective: 01-06 Identify the principles that will help you manage your career.
Level of Difficulty: Medium
Topic: You and Your Career*

97. "We have moved from an economy of hands to an economy of heads". Do you agree with this statement? Explain.
(p. 7)

Answers will vary.

*AACSB: Analytic
Bateman - Chapter 01 #97
Blooms: Analysis
Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.
Level of Difficulty: Hard
Topic: Managing in the New Competitive Landscape*

98. List and describe several ways organizations collaborate across boundaries.
(p. 7-8)

Answers will vary.

*AACSB: Analytic
Bateman - Chapter 01 #98
Blooms: Comprehension
Learning Objective: 01-01 Summarize the major challenges of managing in the new competitive landscape.
Level of Difficulty: Medium
Topic: Managing in the New Competitive Landscape*

99. List and explain each of the five keys to managing for competitive advantage.

(p. 8-12)

Answers will vary.

AACSB: Analytic
Bateman - Chapter 01 #99
Blooms: Comprehension

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.
Level of Difficulty: Medium

Topic: Managing for Competitive Advantage

100. Briefly describe each of the four key management functions.

(p. 12-16)

Answers will vary.

AACSB: Analytic
Bateman - Chapter 01 #100
Blooms: Comprehension

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Medium

Topic: The Functions of Management

101. Differentiate between the various management levels in an organization.

(p. 16-19)

Answers will vary.

AACSB: Analytic
Bateman - Chapter 01 #101
Blooms: Comprehension

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.

Level of Difficulty: Medium

Topic: Management Levels and Skills

102. At which level of management will you find conceptual and decision skills most utilized? Why?

(p. 19)

Answers will vary.

AACSB: Analytic
Bateman - Chapter 01 #102
Blooms: Comprehension

Learning Objective: 01-05 Define the skills you need to be an effective manager.

Level of Difficulty: Medium

Topic: Management Levels and Skills

103. What should you do to forge a successful, gratifying career? Briefly explain each of the four dimensions that should be considered.

(p. 21-24)

Answers will vary.

AACSB: Analytic
Bateman - Chapter 01 #103
Blooms: Comprehension

Learning Objective: 01-06 Identify the principles that will help you manage your career.

Level of Difficulty: Medium

Topic: You and Your Career

Scenario A. Naturally Yours, Inc. is a new brand of organic clothing recently introduced throughout the world. The company is unique in that it has collaborated with its suppliers and largest potential customers to bring the clothing to market. The concept has been a huge success as the idea of sustainability is becoming more "main stream" especially in developed countries. The quick growth in sales has lead Naomi and Yolanda, the company founders, to look to your consulting company for help in assuring the future success of the company.

Bateman - Chapter 01

104. Naomi and Yolanda want to maintain a strong competitive advantage in the organic clothing industry. They have consulted with you and have decided to maintain their current direction of continuing to produce new items targeted to new markets, such as children's clothing, in addition to the women's clothing items that were originally designed and produced by the company. Given the information in this scenario, which of the fundamental success drivers are they most likely using?
- (p. 9)
- A. Planning
 - B. Innovation**
 - C. Quality
 - D. Organizing
 - E. Cost competitiveness

Innovation is the introduction of new goods and services such as the children's clothing line the company has designed.

AACSB: Analytic
Bateman - Chapter 01 #104
Blooms: Application

Learning Objective: 01-02 Describe the sources of competitive advantage for a company.

Level of Difficulty: Hard

Topic: Managing for Competitive Advantage

105. Naomi and Yolanda have always focused on being efficient managers. What is the best advice you should give them, given the quick success they have had with Naturally Yours and the information provided in the scenario?
- (p. 12)
- A. Efficiency is the only key to their continued success.
 - B Now it is time for them to consider only effectiveness, since they clearly have efficiency under control and this is not likely to change in the future.
 - C**To continue their success they should maintain a clear focus on both effectiveness and efficiency especially while their company is experiencing such a high growth in sales.
 - D. Now would be the perfect time to buy beautiful homes for their families since they have earned it.
 - E As the top-level managers the best action plan for them is to carefully design the new items to assure these items are well accepted by the target consumers.

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

AACSB: Analytic
Bateman - Chapter 01 #105
Blooms: Application

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.

Level of Difficulty: Hard

Topic: The Functions of Management

106. As the founders of the company, Naomi and Yolanda are best described as
- (p. 16)
- A. tactical managers.
 - B. strategic managers.**
 - C. middle-managers.
 - D. external managers.
 - E. internal managers.

AACSB: Analytic
Bateman - Chapter 01 #106
Blooms: Knowledge

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.

Level of Difficulty: Easy

Topic: Management Levels and Skills

107. When hiring people who are beginning their management career and who will join Naturally Yours as entry-level supervisors to oversee the design and production of their clothing lines, Naomi and Yolanda should look primarily for which type of skills in these managers?
- A. Conceptual and decision skills
 - B. Monitoring skills
 - C. Language fluency
 - D. Technical skills**
 - E. Negotiating skills

Technical skills include the ability to perform a specialized task involving a particular method or process. In this case Naomi and Yolanda may hire operations management or logistics specialists. The technical skills these people will have learned in school will help them to be attractive to Naomi and Yolanda for this entry-level position.

AACSB: Analytic
Bateman - Chapter 01 #107

Blooms: Application

Learning Objective: 01-05 Define the skills you need to be an effective manager.

Level of Difficulty: Hard

Topic: Management Levels and Skills

Scenario B. Suppose you are interviewing the CEO of a large company. The CEO is telling you about his/her job as a manager and how he/she spends time. Using the descriptions below, which function of management is the CEO most likely describing in each of the examples?

108. "Recently, I spent a great deal of time looking at how to define jobs and group jobs together to most efficiently utilize the employees in those jobs. Other times, my focus is more towards financial resources."
- A. planning
 - B. organizing**
 - C. leading
 - D. controlling
 - E. decision making

Bateman - Chapter 01

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

AACSB: Analytic
Bateman - Chapter 01 #108

Blooms: Comprehension

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.

Level of Difficulty: Medium

Topic: The Functions of Management

109. "My days are filled with opportunities to ask if we are meeting our goals, wondering if things are going as we planned and making adjustments where needed."
- A. planning
 - B. organizing
 - C. leading
 - D. controlling**
 - E. decision making

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.

AACSB: Analytic
Bateman - Chapter 01 #109

Blooms: Comprehension

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.

Level of Difficulty: Medium

Topic: The Functions of Management

110. "My job, for some part of each day is to empower our employees to think of things in new and different ways, not just to come to work and complete the tasks on a list."
(p. 14)
- A. planning
 - B. organizing
 - C. leading**
 - D. controlling
 - E. decision making

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

AACSB: Analytic
Bateman - Chapter 01 #110
Blooms: Comprehension

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Medium
Topic: The Functions of Management

111. "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 the appropriate actions are undertaken to achieve our goals within the time frame we set."
(p. 13-14)
- A. planning**
 - B. organizing
 - C. leading
 - D. controlling
 - E. decision making

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

AACSB: Analytic
Bateman - Chapter 01 #111
Blooms: Comprehension

Learning Objective: 01-03 Explain how the functions of management are evolving in today's business environment.
Level of Difficulty: Medium
Topic: The Functions of Management

Scenario C. As a management researcher, you are studying management behaviors and the roles that managers play. Your field work takes you to Puffy Treats, a local cream puff bakery in your university's city, to "shadow" the manager for a day. At the end of the day, there are three events that really caught your attention. First, at an early meeting with the Puffy Treats employees, the manager notified the employees of a pending lay-off. This news was met with a great deal of anxiety on the part of the employees even though the manager was as kind as she could be when delivering the news. One employee reacted very angrily and became so disruptive that the manager had to call the local police to have her escorted out of the shop. Later in the day, the manager made a call to a supplier to find out if anything "new and interesting" was going on in the bakery industry. Finally, after work, the manager left to attend an employee's wedding.

Bateman - Chapter 01

112. When the manager notifies the employees of the pending layoff, which of the managerial roles is the manager of Puffy Treats performing?
(p. 19)
- A. Leader
 - B. Liaison
 - C. Disseminator
 - D. Spokesperson**
 - E. Disturbance handler

A spokesperson speaks on behalf of the organization about plans, policies, actions (such as the pending layoff) and results.

AACSB: Analytic
Bateman - Chapter 01 #112

Blooms: Comprehension

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.

Level of Difficulty: Medium

Topic: Management Levels and Skills

113. When the manager deals with the angry employee, which of the managerial roles is the manager of Puffy Treats performing?
(p. 19)
- A. Monitor
 - B. Negotiator
 - C. Disturbance handler**
 - D. Resource allocator
 - E. Liaison

A disturbance handler is one who takes corrective action during crises or other conflicts, such as dealing with the angry employee.

AACSB: Analytic
Bateman - Chapter 01 #113

Blooms: Comprehension

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.

Level of Difficulty: Medium

Topic: Management Levels and Skills

114. When the manager attends the employee's wedding, which of the managerial roles is the manager of Puffy Treats performing?
(p. 19)
- A. Liaison
 - B. Figurehead**
 - C. Spokesperson
 - D. Entrepreneur
 - E. Disturbance handler

A figurehead performs symbolic duties such as attending ceremonies and serving other social (the employee wedding) and legal demands.

AACSB: Analytic
Bateman - Chapter 01 #114

Blooms: Comprehension

Learning Objective: 01-04 Compare how the nature of management varies at different organizational levels.

Level of Difficulty: Medium

Topic: Management Levels and Skills

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