***Management, 13e* (Bateman)**

**Chapter 1 Managing and Performing**

1) Technological change is one of the ongoing challenges that characterize the current business landscape.

2) A global company can be headquartered anywhere, but usually most of its employees come from the organization's home country.

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

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

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

6) In today's world, planning is a top-down function in which top executives establish business plans and tell others to implement them.

7) It is sufficient for a manager to pay attention to one of the four management functions as long as he or she is very skillful at it.

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

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

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

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

A) primarily large companies

B) primarily small companies

C) both large and small companies

D) only companies with overseas factories

E) only companies with immigrant workers

12) Which of the following statements about international markets is true?

A) Incomes are rising but demand is stagnant.

B) Incomes are rising and demand is increasing.

C) Incomes are rising but demand is decreasing.

D) Incomes are dropping and demand is decreasing.

E) Incomes are dropping but demand is increasing.

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

A) its members' expertise, skills, wisdom, and relations

B) its loyal customer base

C) its property, such as factories and administrative buildings

D) its store of both resources and manufactured goods

E) its equipment, such as vehicles, tools, and machines

14) What is Web 2.0?

A) social networking sites that allow users to publish and share information

B) an advanced type of search engine that disregards most unusable data

C) a type of Internet platform that displays information but does not have interactivity

D) a program that allows businesses to sell merchandise on the Internet more securely

E) a new form of web-based video communications technology

15) \_\_\_\_\_\_\_\_ is the set of practices aimed at discovering and harnessing an organization's intellectual resources.

A) Web 2.0

B) Competitive advantage

C) Cost competitiveness

D) Knowledge management

E) Quality

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

A) Allie, a bookkeeper, has an idea for keeping more efficient records of outstanding invoices, and she clears the idea with her accounting manager before implementation.

B) While working out in the company gym, Jamal comes up with an idea that might help his team member Ursula with the ad campaign she is working on.

C) Before deciding on the trim size of the book his editorial team is producing, Hector asks the shipping department how the various choices will affect packing costs.

D) Mei stays late to stuff an important mailing in envelopes because her boss, an executive, needs the mailing to go out in the next morning's mail.

E) After listening to the complaints of the other technicians in the IT Department, Gregor devises a standard form for company employees to use for service requests.

17) Rachael is the owner and manager of Aquarius Coffee and Tea, a coffee shop and bakery popular among local college students as a hangout and study spot. Aquarius has been in operation since 1978, and Rachael has made many changes over the years to keep up with the changing tastes and expectations of her clientele. In the last ten years, she has gone from offering paid Wi-Fi to free Wi-Fi, and she recently expanded her offerings to include vegan and gluten-free items as well as salads and sandwiches. Recently, a new café called Bluebird Coffee and Cupcakes opened across town, and Aquarius' business has dropped off considerably. One of her young cashiers, Leora, notes that Rachael has not made the best use of the Internet to promote her business. What will Leora most likely suggest as the quickest, cheapest, and most effective way for Rachael to expand her technological reach to her college-aged clients?

A) starting a blog with recipes and links to local, socially conscious businesses

B) expanding her social media presence on Twitter, Instagram, and Snapchat

C) hiring someone to design and launch an Aquarius Café phone app

D) sending out a monthly email newsletter with discount codes and coupons

E) buying ad space on Google, Yahoo, and other search engines

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

A) uniformity of offerings

B) technological change

C) quality

D) cost competitiveness

E) speed

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

A) irrelevant to today's business environment.

B) irreversible.

C) not necessary to remain competitive.

D) slowing down.

E) eliminating business challenges.

20) Which of the following is true of globalization?

A) The pace of change is slowing down.

B) Only large companies are affected by globalization.

C) Globalization is decreasing competition among companies.

D) A company's talent can come from anywhere.

E) The global marketplace is stable and unchanging.

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

A) It has reduced threats to most businesses.

B) It drives down costs.

C) It does not influence globalization.

D) It slows down globalization.

E) It slows down decision making.

22) Anna excels at identifying the talents of employees and finding the jobs where they can best use those talents to benefit the organization. Anna excels at \_\_\_\_\_\_\_\_ management.

A) knowledge

B) scientific

C) project

D) service

E) quality

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

A) Collaboration occurs only within the boundaries of an organization.

B) A sole focus on unit performance spurs collaboration.

C) It is unrealistic to think that a company can collaborate with its customers.

D) Companies should capitalize on ideas generated within the organization alone.

E) Collaboration is an important process of knowledge management.

24) Maureen has an ice cream shop in Washington, D.C. One thing that attracts busy people to her shop is that she has perfected a way to make milkshakes and sundaes in half the time her competitors take. Which fundamental driver of success has Maureen emphasized?

A) knowledge

B) quality

C) cost competitiveness

D) speed

E) sustainability

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

A) A company redecorates its stores to look up to date.

B) A company charges fees for late returns of rentals.

C) A company lowers the price of its traditional product.

D) A company invents a new way to deliver digital content.

E) A company reduces its staff to cut operating costs.

26) An approach to achieving \_\_\_\_\_\_\_\_ includes preventing defects before they occur.

A) total quality

B) cost competitiveness

C) sustainability

D) innovation

E) efficiency

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

A) agriculture

B) manufacturing

C) fishing

D) service

E) forestry

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

A) total quality

B) cost competitiveness

C) sustainability

D) innovation

E) efficiency

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

A) Retailers have more shipping options than before.

B) Advertising has become less effective because of online ads.

C) Consumers have more information about production processes.

D) Producers have more information about what competitors are doing.

E) Consumers can more easily compare prices online.

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

A) most profit.

B) long term.

C) individual.

D) wealthy.

E) present.

31) \_\_\_\_\_\_\_\_ is the introduction of new goods and services.

A) Collaboration

B) Efficiency

C) Innovation

D) Adaptation

E) Introspection

32) \_\_\_\_\_\_\_\_ is defined as the excellence of a product.

A) Innovation

B) Quality

C) Demand

D) Value

E) Reliability

33) Which of the following is true of services?

A) They include intangible products like medical care.

B) They include manufacturing high-quality goods.

C) They focus on establishing short-term relationships.

D) Jobs based on services have been declining in recent years.

E) Insurance and haircuts are examples of tangible products.

34) Which of the following is true of speed as a success driver of organizational performance?

A) It is defined as the excellence of a product.

B) The requirement for speed has decreased with time.

C) Faster companies are more likely to be losers.

D) It separates the winners from the losers.

E) It is no longer considered as a strategic imperative.

35) Cost competitiveness involves

A) sacrificing quality to keep costs low.

B) increasing prices to boost profits.

C) pricing products at a level attractive to consumers.

D) managing costs by being effective.

E) offering high-quality products at higher prices.

36) Sustainability is defined as the

A) fast and timely execution, response, and delivery of results.

B) speed and dependability with which an organization delivers what customers want.

C) introduction of new goods and services into the market.

D) effort to minimize the use of resources, especially those that are polluting and non-renewable.

E) minimization of costs to achieve profits and be able to offer prices that are attractive to consumers.

37) A large part of Jamal's job is to help his company use more recycled products, reduce pollution, and switch to renewable sources of energy. Which of the following does Jamal's job focus on?

A) sustainability

B) total quality

C) innovation

D) collaboration

E) cost competitiveness

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

A) The best companies choose one source of competitive advantage and perfect it.

B) When companies improve one source of competitive advantage, others suffer.

C) It is possible to improve quality and also enhance speed.

D) Trade-offs do not occur among the six sources of competitive advantage.

E) It is possible to improve more than one source, but they should be tackled one at a time.

39) Kowalski-Schmidt, a brewery headquartered in Kenosha, Wisconsin, has been in business since 1906. They manufacture several brands of value-priced lagers and ales, which are distributed throughout the United States and Canada. Recently the company decided to begin manufacturing a higher-priced, specialty craft beer. To that end, they began a crowdsourcing campaign to help decide on the features of the craft beer brand. This resulted in the company

A) sending out a survey to the owners of bars and convenience stores where Kowalski-Schmidt's bestselling brand is sold to get feedback on the sales of their products.

B) launching a contest, via their website, to solicit the input of consumers and homebrew hobbyists in the United States.

C) sponsoring a local music festival and using the occasion to offer attendees a preview of the new craft beer.

D) adding a new comments section to their website allowing consumers to leave feedback on their existing brands.

E) having the marketing team design a new line of t-shirts promoting the craft beer line, based on the popularity of previous merchandising campaigns.

40) To be \_\_\_\_\_\_\_\_ is to achieve organizational goals.

A) efficient

B) effective

C) innovative

D) sustainable

E) strategic

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

A) It is more important for managers to be efficient than to be effective.

B) It is more important for managers to be effective than to be efficient.

C) Low-level managers should be efficient, while high-level managers should be effective.

D) Low-level managers should be effective, while high-level managers should be efficient.

E) The best managers maintain a clear focus on both effectiveness and efficiency.

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

A) planning

B) leading

C) controlling

D) sustaining

E) organizing

43) In today's business climate, what is the recommended way to do planning?

A) as a top-down process in which the highest-level executives decide what to do

B) as a continual process that uses the input of people throughout the organization

C) as a process in which middle managers and top executive collaborate in decision making

D) as a process by which top executives make proposals and all levels of the company vote on them

E) as a bottom-up process in which all proposals must come from frontline employees or managers

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

A) hierarchical

B) closed

C) flexible

D) bureaucratic

E) traditional

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

A) customer satisfaction.

B) shareholder profits.

C) customer retention.

D) employee turnover.

E) resource utilization.

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

A) planning

B) contracting

C) outsourcing

D) distributing

E) innovating

47) Debra and her top managers are choosing the goals that Debra's company should achieve and deciding in advance the appropriate actions needed to achieve those goals. What are they doing?

A) staffing

B) forecasting

C) organizing

D) planning

E) reporting

48) Planning includes

A) analyzing current situations.

B) determining rewards for goals achievement.

C) attracting people to the organization.

D) motivating employees.

E) implementing necessary changes.

49) The managers at EarthGreen Technology are currently developing strategies for the company's new products and setting objectives for its business units. These managers are engaging in the management function of

A) forecasting.

B) planning.

C) staffing.

D) organizing.

E) outsourcing.

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

A) building a dynamic organization.

B) delivering strategic value.

C) stimulating people to be high performers.

D) monitoring performance and implementing needed changes.

E) motivating workers to do their jobs effectively.

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

A) planning

B) organizing

C) leading

D) controlling

E) staffing

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

A) Benchmarking

B) Planning

C) Organizing

D) Optimizing

E) Quantifying

53) Bellwether Fashion has recently started operations as a business. The managers have already determined their objectives and have decided on the type of clothing they will specialize in. They have now started to attract people to work for them and have started determining the responsibilities of workers. Which of the following management functions are Bellwether Fashion's managers performing?

A) planning

B) organizing

C) leading

D) controlling

E) budgeting

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

A) planning

B) training

C) leading

D) organizing

E) controlling

55) Carol has the knack of inspiring the people in her department to learn new skills and to perform better than expected on the job. As a manager, what is Carol especially good at doing?

A) planning

B) staffing

C) leading

D) controlling

E) monitoring

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

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.

57) \_\_\_\_\_\_\_\_ involves monitoring performance and making necessary changes.

A) Budgeting

B) Planning

C) Organizing

D) Leading

E) Controlling

58) When Martina, manager of the sales department for ShineCo Cleaning Supplies, realized that her plan to increase her associates' sales levels was not producing the desired results, she instituted a refresher training course that helped the associates achieve better results. Which of the following management functions is illustrated in this scenario?

A) planning

B) organizing

C) leading

D) controlling

E) budgeting

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

A) planning

B) controlling

C) leading

D) organizing

E) staffing

60) Trang is the CEO of Windward Cycles, a company which manufactures high-end racing bikes. The company's handmade, titanium bicycles have been very popular with professional cyclists, winning many industry awards. Last year the company was acquired by Kestrel Holdings, which decided to expand it into the recreational cycling market with a line of lower-priced road bikes. At the end of the first quarter, Trang meets with his team. Kasha, the CFO, has determined that advance sales of the new road bikes have not been as robust as expected in the Midwest region. If Trang is utilizing the controlling function of management, his likely next steps will involve

A) looking at the advertising budget and deciding to allocate more money to the Midwest market.

B) assigning a team to visit the Midwest offices with the goal of motivating the employees.

C) revamping the company's mission statement to align with those of Kestrel Holdings.

D) asking himself how he can be a more effective leader as the company moves in a new direction.

E) recruiting and training new hires for the Midwest office's sales team.

61) For her job, Charmaine is expected to look ahead at the company's future and devise strategies for the company's long-term success and growth. Judging from this description, Charmaine is a \_\_\_\_\_\_\_\_ manager.

A) top-level

B) frontline

C) middle

D) tactical

E) operational

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

A) Vice President

B) Chief Financial Officer

C) Human Resources Manager

D) Floor Supervisor

E) Executive Assistant

63) The three levels of managers within large organizations are

A) authoritative, permissive, and submissive.

B) managerial, functional, and direct.

C) technical, functional, and departmental.

D) upper level, top management, and functional.

E) top, middle, and frontline.

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

A) frontline

B) middle

C) strategic

D) tactical

E) short-run

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

A) long-term survival of the organization.

B) translating goals and objectives into specific activities.

C) managing frontline managers.

D) supervising nonmanagement employees.

E) initiating new daily activities.

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

A) Operational

B) Top-level

C) Middle-level

D) Frontline

E) Tactical

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

A) strategic

B) tactical

C) operational

D) frontline

E) regional

68) Shauna is responsible for studying the general goals and plans developed for her company and translating them into more specific objectives and activities for the employees in her department. Shauna is a(n) \_\_\_\_\_\_\_\_ manager.

A) Operational

B) Frontline

C) Top-level

D) Strategic

E) Tactical

69) Tactical managers are often referred to as \_\_\_\_\_\_\_\_ managers.

A) frontline

B) middle-level.

C) lower-level

D) operational

E) top-level

70) As a regional manager for Prism Paints, Fiona spends most of her time training new sales managers and making sure that information coming from headquarters reaches the company's branches. In this case, Fiona would best be described as a(n) \_\_\_\_\_\_\_\_ manager.

A) frontline

B) tactical

C) operational

D) top-level

E) strategic

71) Terence supervises the shipping department of a book printer in South Carolina. He contacts trucking companies to arrange pickups, and he makes sure that his team members load cartons onto the correct trucks. Terence is a

A) frontline manager.

B) middle manager.

C) top-level manager.

D) tactical manager.

E) strategic manager.

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

A) They bridge the gap between higher and lower levels of management.

B) They focus on long-term issues of the business.

C) They develop goals and plans that have been formulated by top-level managers.

D) They are directly involved with nonmanagement employees.

E) They break down the business's objectives into business units.

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

A) the link between management and nonmanagement personnel.

B) overall direction by formulating strategy and controlling resources.

C) the key plans for an organization's success.

D) feedback on top management performance.

E) direction and strategy for the organization.

74) Abdo supervises employees who work on the floor of the Nature's Secret Organic Snack Food factory. He cooperates closely with his manager to determine ways to improve the efficiency of the manufacturing process and then works to implement those plans. In this case, Abdo would be considered a \_\_\_\_\_\_\_\_ manager.

A) frontline

B) tactical

C) middle-level

D) top-level

E) strategic

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

A) strategic

B) middle

C) primary

D) operational

E) tactical

76) For the past five years, Maury has worked at the Windsor Grand Desert Time-Share Resort in Las Vegas, Nevada, starting out as a junior salesperson and rising to become a sales lead, with the highest sales numbers on his team two years running. Recently Maury was offered a promotion to Frontline Sales Manager. Which of the following duties is he most likely to perform in his new role?

A) meeting regularly with the CEO and COO to discuss long-range sales goals

B) translating the goals and plans of strategic managers into concrete objectives

C) conceptualizing the long-term strategies the resort will need to stay competitive

D) interpreting and communicating the priorities of top management to the other sales managers

E) recruiting new sales associates and motivating sales team leaders

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

A) communication

B) technical

C) interpersonal

D) conceptual

E) decision

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

A) Communication skills are needed only by top managers.

B) Technical skills are equally important at all levels of management.

C) Interpersonal skills are equally important at all levels of management.

D) Decision skills are more important for frontline managers than top managers.

E) Conceptual skills are more important for frontline managers than top managers.

79) Hoa is about to begin her junior year of college, majoring in software engineering with a further specialization in software architecture. Ideally, she'd like to work for a small, innovative start-up, but she also wants to be as employable as possible in a fluctuating job market. She knows the importance of having skills that are transportable across different industries. As she plans her academic trajectory over the next two years, she should

A) focus on developing skills that will make her more competitive in a specific job market, for example the video game industry.

B) select classes that will broaden her skill set as much as possible, so that she can be competitive for different types of jobs, including those outside the tech industry.

C) focus on developing expertise in one skill set while increasing her general knowledge of the requirements for a specific industry.

D) focus on learning a broad range of skills at the top level while continuing to develop expertise in one specific area of software design.

E) become a specialist in as many subject areas as possible—for example, by developing deep expertise in several coding languages.

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

A) study skills

B) technical skills

C) negotiation skills

D) counseling skills

E) manipulative skills

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

A) conceptual

B) administration

C) interpersonal

D) communication

E) technical

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

A) technical

B) communication

C) conceptual

D) interpersonal

E) decision-making

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

A) leader

B) figurehead

C) entrepreneur

D) disseminator

E) monitor

84) Maria attends the groundbreaking ceremony of a new children's hospital as the representative of her corporation, which gave a large donation toward the construction of the hospital. What role is Maria fulfilling?

A) disseminator

B) spokesperson

C) liaison

D) figurehead

E) disturbance handler

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

A) spokesperson

B) liaison

C) leader

D) disturbance handler

E) monitor

86) Hector, the vice president of Hillendale Landscaping Solutions, LLC, attended a trade show to make additional supplier contacts for the business. Which of the following roles was Hector fulfilling in this situation?

A) leader

B) liaison

C) figurehead

D) disturbance handler

E) resource allocator

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

A) liaison

B) disturbance handler

C) negotiator

D) disseminator

E) figurehead

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

A) Decision making

B) Technical

C) Interpersonal

D) Professional

E) Conceptual

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

A) technical skills.

B) interpersonal and communication skills.

C) diagnostic and relational skills.

D) statistical and analytical skills.

E) conceptual and decision skills.

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

A) conceptual skills

B) decision skills

C) technical skills

D) entrepreneurial skills

E) statistical skills

91) No one at Iconoclast Interiors liked the company's new website, which was a serious problem because the firm marketed itself as an expert in design. The president, Moriah, assembled the team, solicited feedback, and found help in making improvements. The ability to identify this problem and resolve it is an effective use of \_\_\_\_\_\_\_\_ skills.

A) conceptual and decision

B) informational

C) technical

D) intellectual and language

E) negotiation

92) Individuals' conceptual and decision-making skills

A) are most important early in their career.

B) involve the ability to perform a specialized task using a specific method.

C) are often referred to as people skills.

D) become less important to them as they rise higher in the company.

E) become more important to them as they grow in the company.

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

A) verbal intelligence.

B) business intelligence.

C) cultural intelligence.

D) leadership intelligence.

E) emotional intelligence.

94) Social capital is the

A) goodwill stemming from your social relationships.

B) understanding of how to behave in social situations.

C) cost of socializing with business colleagues.

D) cost to employers of workers socializing on the job.

E) network of favors exchanged by social equals.

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

A) People can show up, do an OK job, and have a good career.

B) More than ever, people are held accountable for getting results.

C) Managers must be numbers-oriented to succeed.

D) Visionaries are considered disruptive in today's work climate.

E) If a manager is not charismatic, he or she cannot advance.

96) Emotional intelligence can best be defined as

A) the ability to perform a specialized task involving a particular method or process.

B) the ability to identify and resolve problems for the benefit of the organization and its members.

C) the skills of understanding oneself, managing oneself, and dealing effectively with others.

D) the skill of monitoring efforts and making the necessary changes.

E) the skill to lead, motivate, and communicate effectively with others.

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

A) self-acceptance.

B) empathy.

C) technical skills.

D) decision-making skills.

E) self-control.

98) Being self-reliant means individuals should

A) take full responsibility for themselves and their actions.

B) be open minded and responsive when others have innovative ideas.

C) always wait for orders from higher management in the organization.

D) trust that the organization will manage their career.

E) not work in partnership with fellow employees.

99) Goodwill stemming from social relationships is called

A) social empathy.

B) social capital.

C) emotional intelligence.

D) emotional capital.

E) social value.

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

A) self-reliant employees.

B) agents for social capital.

C) passive employees.

D) emotionally intelligent employees.

E) connected team members.

Scenario A. Luna is a manufacturer of fashion jewelry. The company has been operating for the past decade and is well known. When the CEO, Aimee, was asked by a local newspaper during an interview about the secret to her success, she stated that there were several reasons. She makes sure that the company always introduces new styles of jewelry to suit changes in tastes and stay a step ahead of her competitors, and the company offers its customers the best by using fine-quality semiprecious stones in artful settings. She also stated that the company's salespersons cater to customers individually to help them purchase jewelry appropriate for their personal style. Luna has its own exclusive website, which can be accessed anywhere in the world, and customers are promised that they will get what they order within 36 hours.

101) Which of the following success drivers of performance is Aimee using by constantly changing and introducing new jewelry styles to match the changing trends in the market and stay a step ahead of competitors?

A) speed

B) innovation

C) quality

D) service

E) cost competitiveness

102) Which of the following fundamental success drivers of performance has Aimee achieved by ensuring that every customer has a salesperson to advise him or her while choosing jewelry?

A) sustainability

B) service

C) quality

D) cost competitiveness

E) innovation

103) From Scenario A, it can be understood that Aimee is an example of a(n)

A) strategic manager.

B) frontline manager.

C) operational manager.

D) tactical manager.

E) middle-level manager.

104) Which of the following skills is Aimee showing by taking the time to talk with the person interviewing her for the local newspaper?

A) conceptual and decision skills

B) monitoring skills

C) interpersonal skills

D) technical skills

E) negotiating skills

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

105) When Markus was deciding on the activities that would be involved in the business and establishing the goals and objectives, he was performing the \_\_\_\_\_\_\_\_ function of management.

A) planning

B) organizing

C) leading

D) controlling

E) staffing

106) Markus monitors his employees and provides training to those who are performing poorly. In this case, which of the following functions of management is Markus performing?

A) planning

B) organizing

C) leading

D) controlling

E) decision making

107) By recognizing good performers and motivating them toward achieving organizational goals, Markus performs the \_\_\_\_\_\_\_\_ function of management.

A) planning

B) organizing

C) leading

D) controlling

E) decision making

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

A) planning

B) organizing

C) leading

D) controlling

E) budgeting

Scenario C. Felipe is the manager of Pawlicious, a bakery that specializes in cookies for cats and dogs. As the manager of the bakery, he has many responsibilities. One day he holds a meeting where he informs the employees that the company must freeze wages for the next year. An agitated employee threatens to "make the company regret this," so Felipe asks the employee to leave immediately and makes sure that security personnel escort the employee off the premises. After the meeting, Felipe goes to meet one of the bakery's distributors to obtain information about possible new markets for the company's products. Then he represents the company at a dinner for the retiring bank officer who handled Pawlicious's account for many years. These are some of the roles that Felipe performs as a manager.

109) Which of the following roles was Felipe performing when he notified the employees of the upcoming wage freeze?

A) negotiator

B) liaison

C) disseminator

D) spokesperson

E) entrepreneur

110) Which of the following roles was Felipe performing when he dealt with the angry employee?

A) monitor

B) negotiator

C) disturbance handler

D) resource allocator

E) liaison

111) Which of the following roles was Felipe performing when he attended the retirement dinner for the bank officer?

A) liaison

B) figurehead

C) spokesperson

D) entrepreneur

E) disturbance handler

Scenario D. Luxe Slumber is a company that produces high-quality mattresses. Omar, the CEO, makes all the business deals for the company. He negotiates with suppliers and gets new customers and business for the company. Charles communicates his vision for the company and what he would like it to achieve to Ana, who lays out plans to make possible the execution of that vision. Ana delegates the work accordingly by communicating to the sales and production managers Omar's vision and what he requires of them. Irving, a floor manager, makes sure that the workers do their jobs at the required pace to meet the targets and goals of the company.

112) From Scenario D, it can be understood that Omar is a \_\_\_\_\_\_\_\_ manager.

A) strategic

B) frontline

C) tactical

D) operations

E) administrative

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

A) strategic

B) operations

C) frontline

D) tactical

E) top-level

114) In Scenario D, Irving, the floor manager, is a \_\_\_\_\_\_\_\_ manager.

A) strategic

B) tactical

C) middle

D) top-level

E) frontline

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

A) interpersonal skills

B) conceptual skills

C) technical skills

D) tactical skills

E) decision-making skills

116) What are the four ongoing challenges that characterize the current business landscape? What is the potential impact of these challenges on business?

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

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

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

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

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

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

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

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

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

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

127) Explain the importance of emotional intelligence.

128) What does it mean to be self-reliant? What are the ways in which a person can be self-reliant? Give examples of professions that contain a large number of self-reliant people.

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

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

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