***Management, 9e* (Kinicki)**

**Chapter 1 The Exceptional Manager: What You Do, How You Do It**

1) At times, to be efficient in management means NOT using resources in the most cost-effective way.

2) Organizations can gain a competitive advantage simply by matching their competition in terms of cutting costs and responsiveness to employees.

3) Innovation in business is defined as seeking ways to deliver less costly goods but in similar ways, maintaining employee morale.

4) Telecommuting has been found to enhance employee satisfaction and performance.

5) Jorge is developing a new employee schedule for his landscaping business due to the increase in customer calls during the summer. While doing this, Jorge is involved in organizing.

6) Amber, a district manager for a large restaurant chain, is comparing the goals of her restaurants with recent sales. She knows that two restaurants are underperforming, so she plans on meeting with those managers to discuss corrective action; this process is the controlling managerial function.

7) Tia works for a line of high-end fashion clothing stores. In her role, she makes strategic long-term decisions about her company's overall direction, and she creates the overall corporate goals, policies, and strategies. In light of these tasks, Tia must be a middle manager.

8) Leonardo is a district manager who oversees several store managers in a national chain of retailers. Leonardo reports directly to the vice president of stores and marketing, a member of top management. Leonardo is a middle manager.

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

10) It's your responsibility to manage your career, but others can also make it happen.

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

A) efficiency in motion

B) the science of helping people

C) the science of accomplishing things

D) the art of getting things done through people

E) the science of synergy

12) April works diligently to accomplish the company goals in an efficient and effective manner, utilizing her employees through planning, organizing, leading, and controlling company resources. April is

A) developing synergy.

B) delegating.

C) entrepreneurship.

D) managing.

E) vision planning.

13) At XYZ Manufacturing, employees work together to achieve the company goals and purposes. XYZ Manufacturing is a(n)

A) ad hoc team.

B) organization.

C) visionary.

D) user of stretch goals.

E) force.

14) Timothy, a restaurant general manager, carefully watches his costs by reusing some items that in the past were immediately thrown away. Timothy is an example of a(n) \_\_\_\_\_\_\_\_ manager.

A) effective

B) diverse

C) detail

D) efficient

E) macro

15) Gray, a supervisor, is known by her managers to be sharp in her decisions and has a good track record of meeting her goals; Gray is a(n) \_\_\_\_\_\_\_\_ manager.

A) effective

B) diverse

C) detail

D) efficient

E) macro

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

A) efficiently and effectively.

B) correctly and with synergy.

C) economically.

D) efficiently and in a detailed-oriented manner.

E) with passion and effectiveness.

17) The multiplier effect states that a manager's influence on the organization

A) has implications far beyond the results that can be achieved by one person acting alone.

B) is felt repeatedly for many days.

C) can have great and continual cost implications.

D) also results in large consequences for employees' families.

E) can result in many types of company diversity.

18) Being able to \_\_\_\_\_\_\_\_ is a key benefit for those who study management.

A) relate to their managers and deal with organizations from the outside

B) better manage money

C) relate to coworkers and deal with technology

D) sell their product

E) counsel workers on personal and family issues

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

A) few rewards due to the large amount of stress

B) many rewards apart from money and status

C) being exempt from some current laws

D) not having to stretch his or her abilities

E) little apart from money and status

20) \_\_\_\_\_\_\_\_ are two of the primary challenges facing managers today.

A) Dealing with employee issues and maintaining good records

B) Dealing with the lack of information and union problems

C) Dealing with union and financial issues

D) Managing for a competitive advantage and diversity

E) Dealing with ethical dilemmas and decreasing diversity

21) Dennis, a marketing manager, recently attended a management workshop where he learned of Mihaly Csikszentmihalyi's view that the ideal state that many people seek is

A) between a high and low pay rate.

B) a point of little working and more relaxing.

C) an emotional zone somewhere between boredom and anxiety.

D) where very little work is required.

E) a high-pressure career that makes an individual stronger.

22) Omega Manufacturing employs some of the top professionals in its field, and because of their skills and experience, Omega is highly efficient and outperforms its competitors. Omega Manufacturing has a(n) \_\_\_\_\_\_\_\_ over its competition.

A) quality mark

B) effectiveness advantage

C) synergy

D) leadership dimension

E) competitive advantage

23) Davidson Production is keenly aware of the need to strive daily to produce goods and services more effectively than its competitors. Therefore, Davidson's management strives to \_\_\_\_\_\_\_\_ in order to achieve this standard.

A) maintain a diverse workforce

B) be responsive to employees

C) stay involved with the community

D) maintain quality and efficiency

E) increase its global presence

24) According to the \_\_\_\_\_\_\_\_, taking care of customers is essential to obtaining a competitive advantage.

A) Golden Marketing Rule

B) first law of business

C) Employee Rule

D) Profit-Generating Code

E) synergy focus

25) Even for nonprofits, sooner or later there will be no organization without

A) ethical standards.

B) good laws.

C) the Employee Rule.

D) customers.

E) synergy focus.

26) The owners of a local coffee shop routinely try to develop new menu items and seek better ways of helping their customers. \_\_\_\_\_\_\_\_ is the result of their efforts.

A) Synergy

B) The production objective

C) MBO

D) Efficiency

E) Innovation

27) Because Delta Development Services is the only company that supplies a critical product for clients, customers of Delta are likely to

A) put up with poor-quality products.

B) stop producing products needing the Delta part.

C) be more profitable.

D) increase company synergy.

E) pay lower prices for the Delta parts.

28) Today, companies emphasize \_\_\_\_\_\_\_\_ with production.

A) efficiency

B) increased synergy

C) diversity

D) training

E) employee happiness

29) In 2015, approximately what percentage of the U.S. population was foreign-born?

A) 32 percent

B) 21 percent

C) 8 percent

D) 50 percent

E) 13 percent

30) According to the theory of \_\_\_\_\_\_\_\_, noted by *The New York Times* columnist Thomas Friedman, there is an urge to address the crises of destabilizing climate change and rising competition for energy.

A) the world is one

B) decreasing globalism

C) sustainability and geo-greenism

D) world economies are too narrow

E) one world government is the answer

31) Studies show that dealing with excessive and unimportant e-mail and text messages in the workplace can lead to

A) decreased employee conflict and stress.

B) increased productivity.

C) improved morale.

D) synergy.

E) concentrating on the urgent rather than the important.

32) \_\_\_\_\_\_\_\_ is the discipline concerned with creating computer systems that simulate human reasoning and sensation.

A) Human simulation

B) Simulation production

C) IT simulation

D) Artificial intelligence

E) Cognitive cloning

33) \_\_\_\_\_\_\_\_ employs state-of-the-art computer software and hardware to help people work better together.

A) A strategy database

B) Collaborative computing

C) A knowledge base

D) A wisdom system

E) Knowledge management

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

A) A strategy database

B) Knowledge implementation

C) A knowledge base

D) A wisdom system

E) Knowledge management

35) Cheyanne, the regional manager of a global sales organization, gives freedom to the sales representatives on the amount spent on gifts for prospective Asian and European customers. Cheyanne is managing for

A) dilemma resolution.

B) global standards.

C) international politics.

D) ethical standards.

E) global diversity.

36) When building a new residential development or mall, a national real estate organization typically does not remove many trees, basing its decision on the belief that natural resources are limited and the company must not compromise the ability of future generations to meet its own needs. To which philosophy is the company adhering?

A) sustainability

B) environmental stimulation

C) natural ethics

D) enviroethics

E) green values

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

A) is working in a diverse culture.

B) has a supportive family.

C) is working within a supportive or interesting organizational culture.

D) likes his or her job.

E) works in an organization with a strong training program.

38) What are the four principal functions of management?

A) executing, planning, organizing, and leading

B) scheduling, organizing, leading, and staffing

C) staffing, planning, motivating, and delegating

D) planning, organizing, leading, and controlling

E) staffing, planning, leading, and delegating

39) When the manager of a local bakery sets goals and then develops a blueprint for how to achieve them, she is

A) planning.

B) monitoring.

C) delegating.

D) organizing.

E) staffing.

40) In February, Pedro, the manager of a pool supply and cleaning company, is looking at the upcoming need for more workers to handle the increased customers in spring and summer. Which of the four key management processes is he using?

A) planning

B) organizing

C) managing

D) leading

E) controlling

41) At times, customers have an unexpected need and require certain departments, such as production, to change their schedule to meet the demands of the sales department. When Shannon, the vice president of marketing, inspires the production team to put in the extra effort, she is playing a(n) \_\_\_\_\_\_\_\_ role.

A) delegation

B) implementation

C) leadership

D) monitoring

E) staffing

42) The general manager of a clothing store recently gave a motivational PowerPoint presentation to his employees on the value of being courteous to each customer. The manager's behavior is an example of

A) leading.

B) delegating.

C) upkeep.

D) situational control.

E) planning.

43) The district manager of a national fast-food restaurant watches the sales reports for each restaurant daily to compare actual sales with projected sales goals, and then takes corrective action if needed. In which part of the management process is he or she participating?

A) goal setting

B) controlling

C) organizing

D) situational planning

E) motivating

44) Management theorist Peter Drucker compared the workplace of the future to

A) the Great Depression.

B) past political leaders.

C) apples and oranges.

D) outmoded marketing concepts.

E) a symphony orchestra.

45) Edgar is a chef and the kitchen manager in an upscale restaurant. He is very knowledgeable in both the culinary and restaurant management fields. Because he possesses these technical skills, Edgar can be considered a(n) \_\_\_\_\_\_\_\_ worker.

A) cognitive

B) focused

C) top-rated

D) MBO

E) knowledge

46) What are the four levels of managers?

A) upper, regional, middle, lower

B) upper, middle, floating, lower

C) top, middle, first-line managers, nonmanagerial employees

D) top, middle, first-line, advisors

E) upper, board of directors, middle, lower

47) Matthew, vice president of human resources at Gamma Phi Corporation, is a(n)

A) team leader.

B) first-line level manager.

C) board manager.

D) middle-level manager.

E) upper-level manager.

48) Francois pays a lot of attention to the environment outside his company, staying alert for long-run opportunities and problems and devising strategies for dealing with them. Francois is a(n)

A) team leader.

B) first-line manager.

C) board manager.

D) monitoring manager.

E) upper-level manager.

49) Petra, a plant manager, received an e-mail from the CEO stating that the company will now be focusing on customer service. The e-mail also stated that all plant managers need to implement this policy and coordinate the activities related to this strategy for their lowest-level managers. Petra is a

A) team leader.

B) first-line manager.

C) board member.

D) middle manager.

E) top manager.

50) Loree manages the service desk and makes routine decisions related to customer refunds and merchandise returns. Loree also oversees the daily tasks of the cashiers and front desk employees. Loree is a

A) team leader.

B) first-line manager.

C) board member.

D) middle manager.

E) top manager.

51) Heather reports to the front desk manager. Heather is responsible for directing the team activities of four cashiers who are responsible for developing a plan to improve customer service. Heather does NOT have authority over other team members, but she provides guidance, instruction, and direction to them. Heather is a(n)

A) lower-level manager.

B) nonmanagerial employee.

C) advisory manager.

D) director of the board.

E) top-level manager.

52) Brianne, vice president of finance, and Dominic, vice president of human resources, are

A) lower-level managers.

B) team leaders.

C) advisory managers.

D) board members.

E) functional managers.

53) Tutors for Students (TFS) is an organization with the purpose of offering free tutoring to older students. TFS does NOT expect to earn any money through its operations. Therefore, TFS is an example of a \_\_\_\_\_\_\_\_ organization.

A) nonprofit

B) mutual-benefit

C) commonweal

D) servant

E) for-profit

54) The city fire department offers its services to any individual within its city limits, so even Ken, who is driving through the city on vacation, received assistance with a car fire. The fire department is an example of a \_\_\_\_\_\_\_\_organization.

A) servant

B) commonweal

C) for-profit

D) volunteer

E) mutual benefit

55) Justin, a college student, has become very interested in helping his community, so he is volunteering in a neighborhood improvement organization. This type of organization is an example of a(n) \_\_\_\_\_\_\_\_ organization.

A) mutual-benefit

B) for-profit

C) nonprofit

D) advancement

E) green

56) A town police officer is meeting with some citizens in his community, where he will discuss the police department's positive service delivery. The success of his organization is measured by

A) its increased involvement in the community.

B) how much money he saved last year.

C) its image in the public eye.

D) its profitability.

E) its effectiveness, such as decreased crime.

57) According to management scholar Henry Mintzberg, which of the following is true of managers?

A) They tend to work long hours and rely less on verbal communication than on written communication.

B) They have work that is characterized by brevity and routine.

C) They have work that is characterized by fragmentation, brevity, and variety.

D) They tend to work long hours at a slow pace.

E) They tend to work shorter hours and rely more on written communication than on verbal communication.

58) According to management scholar Henry Mintzberg, which three roles do managers play?

A) interpersonal, analytical, professional

B) professional, leader, informational

C) interdependent, monitor, analytical

D) interpersonal, informational, decisional

E) interpersonal, analytical, monitor

59) As a store manager, Leah has to play the role of negotiator, such as purchasing products at a fair price for her company. As she handles this responsibility, Leah is playing the \_\_\_\_\_\_\_\_ role.

A) disseminator

B) decisional

C) leadership

D) bargainer

E) interpersonal

60) Emma, the marketing manager, is constantly seeking information about her competition while looking online or speaking to people. Emma is playing the \_\_\_\_\_\_\_\_ role.

A) liaison

B) decisional

C) resource allocator

D) disseminator

E) monitor

61) Rochelle, the CEO of a Fortune 500 company, met with business leaders from the local community. Afterwards, she spent time informally answering their questions about the company. In answering these questions, which managerial role was Rochelle playing?

A) consumerism resource allocator

B) leadership figurehead

C) monitor

D) entrepreneur

E) thought leader/visionary

62) To maintain a competitive advantage, the top management of a national furniture store made the decision to increase employee training, add rewards that motivate employees, and look at improving procedures related to disciplining workers. These decisions are made by managers who play a \_\_\_\_\_\_\_\_ role.

A) figurehead

B) leadership

C) liaison

D) spokesperson

E) negotiator

63) Marquez, the hotel manager, knows that the number of guests at his hotel has significantly decreased. Therefore, corporate has made it clear that the amount each department can spend on certain items will need to be cut for the year. Marquez needs to work with the hotel department managers on how to cut costs, as a part of his role as

A) monitor.

B) disseminator.

C) disturbance handler.

D) entrepreneur.

E) resource allocator.

64) The vice president of human resources for a national electronics retailer is meeting with employees of several stores to present information to workers that their stores are closing and how the company will help employees in the future. Here, the vice president of HR is playing a(n) \_\_\_\_\_\_\_\_ role.

A) spokesperson

B) liaison

C) disseminator

D) entrepreneur

E) transition

65) Rosario, a department manager, has been dealing with two workers in her department who do NOT get along. Due to family problems for both employees, today they had a loud argument in the break room. Rosario is meeting with both to resolve the issues. Which managerial role is Rosario playing?

A) monitor

B) resource allocator

C) disturbance handler

D) negotiator

E) spokesperson

66) Marta, the public relations manager of a local library, is meeting with the news media regarding a new reading program for children. Marta is performing the \_\_\_\_\_\_\_\_ role.

A) spokesperson

B) disseminator

C) liaison

D) entrepreneur

E) figurehead

67) One of the reasons Omega Distributors, a local manufacturing company, is considered a good place to work is that the managers encourage and reward their employees for developing new products and ways of improving existing products and services. In this example, Omega Distributors' managers are carrying out the \_\_\_\_\_\_\_\_ role.

A) talent implementer

B) developer

C) entrepreneur

D) visionary

E) improvement

68) Employers find that many college graduates have large gaps in\_\_\_\_\_\_\_\_, skills that employers are looking for.

A) critical thinking, creativity, and evaluating information

B) critical thinking, written communication, and evaluating information

C) written communication, oral communication, and organizing information

D) staying current on global events, oral communication, and critical thinking

E) working in teams, written communication, and evaluating information

69) Hard skills or knowledge include

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

B) skills that influence a group of people to achieve common goals.

C) the willingness to accept developmental feedback.

D) demonstrated openness, inclusiveness, and ability to interact with diverse people.

E) the flexibility when confronted with change.

70) Which of the following would be considered soft skills?

A) ability to obtain, interpret, and analyze information while creatively solving problems

B) ability to work productively with constant direction

C) willingness to accept developmental feedback

D) demonstrated openness, inclusiveness, and ability to interact with diverse people

E) flexibility when confronted with change

71) What reduces an employee's desire to quit?

A) feelings of ownership

B) responsibility

C) resilience

D) self-efficacy

E) personal adaptability

72) Research shows that \_\_\_\_\_\_\_\_ is a key trait of successful people.

A) self-motivation

B) cross-cultural competency

C) emotional intelligence

D) openness to change

E) resilience

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

A) because it demonstrates the importance of the KSAOs

B) because it is up to you to shape your shape your future

C) because it is up to the future employer to offer you a job

D) because it is up to the career counselor to give you good advice

E) because it is part of your degree program

74) After identifying the knowledge, skills, attitudes, and other characteristics that impact your current performance, what is the next step?

A) Experiment with implementing a few small steps aimed at developing your KSAOs.

B) Evaluate the results of your experimental small steps.

C) Assess your willingness to change your KSAOs.

D) Determine which concepts are relevant for developing your KSAOs.

E) Find your purpose for selecting those KSAOs.

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

A) cognitive, people, technical

B) monitoring, planning, leading

C) planning, leading, conceptual

D) technical, leading, planning

E) technical, conceptual, human

76) What do technical skills consist of?

A) the ability to think analytically

B) the ability to think analytically, to visualize an organization as a whole, and to understand how the parts work together

C) job-specific knowledge needed to perform well in a specialized field

D) the ability to work well in cooperation with other people to get things done

E) the ability to think in a logical manner

77) Conceptual skills consist of the

A) ability to think practically.

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

C) job-specific knowledge needed to perform well in a specialized field.

D) ability to work well in cooperation with other people to get things done.

E) ability to think in a logical manner.

78) When Clay, a general manager of a national retailer, moved to a different store in his company that was having difficulty, he knew that sales were low and after talking to his employees, he found morale was also low. At first Clay thought attitudes were poor due to low sales, but after working closely with employees, he realized that the poor attitudes were actually the cause of poor sales. Clay was able to discover the cause of the problem by utilizing \_\_\_\_\_\_\_\_ skills.

A) perceptive

B) conceptual

C) people

D) soft

E) technical

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

A) people

B) conceptual

C) leadership

D) financial

E) technical

80) You are a senior manager at a large consumer goods company. The company president has noticed that recent college graduates and junior-level employees tend to gravitate toward you. They come to you for advice and ask for your opinion on important matters, even though you are not their direct supervisor. The president realizes that you are acting as a(n) \_\_\_\_\_\_\_\_ to junior employees.

A) mentor

B) client

C) entrepreneur

D) team leader

E) middle manager

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

A) technical

B) sales

C) human

D) partnership

E) culture

82) \_\_\_\_\_\_\_\_ refer(s) to interpersonal or people skills needed for success at work.

A) Technical skills

B) Strategic planning

C) Soft skills

D) Training skills

E) Planning and organizing skills

83) You have just taken a job as an entry-level manager for a company that provides rug-cleaning services. The company has a large national presence, with offices in 40 U.S. states. You know you are starting at the bottom of the management ladder, but you hope to grow and rise through the ranks to become a senior manager. What is your likely salary range when you first take the job?

A) $45,000–$120,000

B) $35,000–$60,000

C) $80,000–$100,000

D) $14,000–$20,000

E) $26,000–$29,000

84) You work as the sales manager for a company that sells paper supplies to businesses of all sizes. Because the profit margins are razor-thin, you need to ensure that you are getting the very best prices on all paper supplies from the manufacturers. When reviewing the quarterly profit statement, you realize that your costs are higher than they should be, and you trace the higher costs back to an employee who has been lax about getting competitive bids to ensure the lowest prices. When you conduct your research to determine the reason for the higher costs, and take action to bring those costs back down, in which of the key management processes are you taking part?

A) planning

B) organizing

C) leading

D) controlling

E) mentoring

85) In medium- and large-sized cities, such as Cincinnati, Indianapolis, Chicago, and New York, many residents have been getting rid of their cars. Keeping a car in a city can be very expensive and quite a hassle due to a lack of parking and strong parking regulations that lead to expensive tickets for even minor parking infringements. Residents have learned that they can join services, such as ZipCar, that allow them to "borrow" cars from a fleet when they need them. They pay a monthly fee for the service, and they use an online application to "reserve" a car for when they need it. All of the hassle is gone; the car is ready for them when they need it; and parking is always guaranteed. ZipCar and other companies like it are examples of

A) the sharing economy.

B) the information society.

C) intrapreneurship.

D) an internal locus of control.

E) a start-up.

86) Which of the following is an example of a disruptive innovation?

A) Apple begins selling its up-market iMac computer, and then it introduces an even more expensive version of the computer with a new screen designed for top-quality display.

B) A small pizza parlor located in the parking lot of a gas station becomes so popular that it takes over a large building and takes most of the customers that used to patronize the local Dominos and Pizza Hut.

C) Amazon announces that it will begin offering electronic books for lower prices on its electronic Kindle reading device.

D) An upscale department store, such as Neiman Marcus, decides to add a free personal shopping service for all customers who spend a minimum of $10,000 per year at the store.

E) A manufacturer of scales decides to change the basic design of its product so that the readout of a person's weight is presented digitally, in large glowing numbers that are easy to read.

87) Comics for All is a small publisher that specializes in publishing comics and anime. Mostly Comics for All does not maintain an office. Rather, its four employees work from their homes. One lives in Los Angeles, one lives in Philadelphia, one lives in Miami, and one lives in Atlanta, Oregon. The staff collaborate using Skype, Google Hangouts, WebEx, phone conference calls, and other business applications that allow them to meet in real time. Comics for All is an example of

A) Big Data at work.

B) E-commerce.

C) sustainability in action.

D) a virtual organization.

E) intrapreneurship.

88) Which of the following jobs in a high-tech company would be considered a "high-touch job"?

A) traveling sales reps who meet with the owners or managers of electronics stores

B) the bookkeepers who work in the company's accounts payable department

C) the building's maintenance managers, who make sure the physical plant remains in good working order

D) the warehouse staff who fulfill customers' orders

E) the web designer who designs and continuously updates the company's website

89) Ben learns that the company was going to be laying off several employees over the next several months. He knew that the rumor mill was going to start, and he wanted to head off misinformation and get ahead of the curve. Which of the following options should he take?

A) Meet with the individuals that would most likely be laid off.

B) E-mail the employees who seem to start most of the rumors.

C) Post an announcement in the breakroom for all to see.

D) Call an all staff meeting and give everyone the news at once.

E) Walk to every cubicle and speak directly to each staff person individually.

90) Which is better: mindfulness or multitasking?

A) Multitasking is better because you can do many things at once.

B) Mindfulness is better because you are focusing on one thing until it is completed.

C) Mindfulness is better because you can do many things at one time.

D) Multitasking is better because you are prioritizing tasks and doing them in order.

E) Multitasking is better because it allows you to spread your attention across many different tasks.

91) Career readiness represents the extent to which you possess the \_\_\_\_\_\_\_\_ desired by employers.

A) skills, attributes, and references

B) knowledge, degree, and motivation

C) knowledge, skills, and degree

D) knowledge, skills and attributes

E) motivation, skills, and self-awareness

92) Darla is an experienced plant manager. She has been assigned to help a struggling plant meet its target goals. On her first day she asks for the organizational chart and the last month's productivity reports. What would Darla do with those two documents?

A) She might move managers into other areas to test their knowledge.

B) She might order more materials and hire additional staff.

C) She might reorganize the management team and rethink the work processes.

D) She might lay-off line workers to save money and add managers to the line.

E) She might suggest to upper management that the plant needs to close.

93) The management team at Imagine Advertising is trying to land a new client. Carla, the CEO, has set targets for how much the contract needs to be and has delegated out the tasks. Dominic and Stella are sent out to meet with the client. In the past, they have been successful at helping clients see the big picture and how their advertising team can help the client realize their goals. What principal function do Dominic and Stella possess?

A) controlling

B) leading

C) planning

D) organizing

E) motivating

94) Sanjay is the top executive at a hospital. He is known for being the first person at work in the mornings and the last to leave. Some even say that he seems to live there. He is always accessible by phone, even when on vacation. Last year, he worked meetings to be standing meetings that lasted only 15 minutes. Using Mintzberg's findings, how would you characterize Sanjay?

A) a manager who relies more on written communication than verbal

B) a manager who works long hours at an intense pace

C) a manager who relies more on verbal than written communication

D) a manager whose work is characterized by fragmentation, brevity and variety

E) a manager who is mindful and focused

95) Julia wanted to test out a new product for her company. She scheduled several small group lunches and learns with internal staff and then a few town hall meetings with external clients and the community. She wanted to make sure that product would meet the needs of the consumers, but also would be a product that the staff would be excited to produce. Because Julia chose to seek input from others, what type of managerial role do you think she prefers to play?

A) informational

B) interpersonal

C) liaison

D) decisional

E) negotiator

96) What is efficiency? What is effectiveness? Imagine you manage a local gas station. Which criteria might you use to determine your efficiency as a manager? Which criteria might you use to determine your effectiveness?

97) Suppose you are the dean of the business school at your college or university. In addition to your academic duties, you must manage your department. Discuss some ways you might meet the challenges of managing information technology for students and faculty.

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

99) Explain how companies like Airbnb and Uber are changing the way that companies are doing business.

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

First, describe the three principal skills that good managers need to have.

Second, suppose you are the managing editor of a local newspaper, and give an example of each skill that you might use daily while performing your job.

101) List and describe the four levels of management, including the job responsibilities for someone at each level. For each level of management, discuss some of the activities that would be performed by the managers of a U.S.-based party-favor store.

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

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

First, describe the challenges of managing for ethical standards.

Second, suppose you manage a restaurant that works on extremely tight profit margins. You are examining the pantry and you realize that many of the food products have expired. The chances that someone will get sick from consuming the products are slim, and if you discard all of the expired foods you can kiss your profit goodbye this month. What should you do?

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

105) Describe your career readiness. Be sure to include any skill gaps and plans to decrease those gaps.

106) Discuss what is meant by career readiness.

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

108) Describe the process you will use to manage your career readiness.