

# Test Canvas: Test Bank

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☐ 1. True/False: A business model is managers' co...

Points: 

10

Question	A business model is managers' conception of how the set of strategies their company pursues should mesh together into a congruent whole, thus enabling the company to gain a competitive advantage and achieve superior profitability and profit growth.
Answer	<div><div>True</div><div>False</div></div>

☐ 2. Multiple Choice: A company's mission

Points: 

10

Question	A company's mission
Answer	<div><div><div>lays out the desired future state of the company.</div><div>outlines the manner in which employees and managers should conduct themselves.</div><div>defines the manner in which strategies will be developed and attained.</div><div><div>describes what the company does.</div></div><div>answers the question, "What will our business become?"</div></div></div>

☐ 3. Multiple Choice: A competitive advantage is considered...

Points: 

10

Question	A competitive advantage is considered to be a sustained competitive advantage when the
Answer	<div><div><div>advantage endures for a number of years.</div><div>firm is able to spread the advantage to all of its business units.</div><div>advantage is very large.</div><div>advantage was gained at a low cost.</div><div>managers who developed the advantage are still employed at the firm.</div></div></div>

☐ 4. Multiple Choice: A component of strategy implementatio...

Points: 

10

Question	A component of strategy implementation is
Answer	<div><div><div>designing the best organization structure, culture, and control systems to put a strategy into action.</div><div>enumerating the number and kind of periodic reports that must be submitted by functional-level managers.</div><div>analyzing the macroeconomic environment of the company.</div><div>answering the question, "What is our business?"</div><div>all of these choices.</div></div></div>

☐ 5. True/False: A firm obtains competitive advantage ...

Points: 

10

Question	A firm obtains competitive advantage when its strategy results in superior performance relative to its competitors.
Answer	<div><div>True</div><div>False</div></div>

☐ 6. True/False: A strategy can be defined as a set of...

Points: 


10

<div><div>Question</div><div>A strategy can be defined as a set of related actions that managers take to increase their company's performance.</div></div> <div><div>Answer</div><div><div><div><div></div></div>True</div><div><div></div>False</div></div></div>	
<div><div><div><div></div></div>7. Multiple Choice: A sustained competitive advantage</div><div>Points: 10</div></div> <div><div><div>Question</div><div>A sustained competitive advantage</div></div><div><div>Answer</div><div><div><div><div></div></div>enables a company to maintain above-average projects for a number of years.</div><div><div></div>cannot be maintained for more than three years.</div><div><div></div>is seldom possible in today's highly competitive environment.</div><div><div></div>typically arises out of unforeseen economic events.</div><div><div></div>A and D.</div></div></div></div>	
<div><div><div><div></div></div>8. Multiple Choice: Aaron planned to cut prices at his bi...</div><div>Points: 10</div></div> <div><div><div>Question</div><div>Aaron planned to cut prices at his bicycle shop, but when a competing shop began to offer free repairs, Aaron decided to copy them. Aaron's new strategy (offer free repairs) is an example of a(n)</div></div><div><div>Answer</div><div><div><div><div></div></div>mistake.</div><div><div><div><div></div></div>emergent strategy.</div><div><div></div>deliberate strategy.</div><div><div></div>intended strategy.</div><div><div></div>unrealized strategy.</div></div></div></div></div>	
<div><div><div><div></div></div>9. Multiple Choice: An emergent strategy is</div><div>Points: 10</div></div> <div><div><div>Question</div><div>An emergent strategy is</div></div><div><div>Answer</div><div><div><div><div></div></div>the result of a planned strategy.</div><div><div><div><div></div></div>an unplanned response to unforeseen circumstances.</div><div><div></div>the product of careful top-down planning mechanisms.</div><div><div></div>the same as a realized strategy.</div><div><div></div>a group response to a problem area.</div></div></div></div></div>	
<div><div><div><div></div></div>10. Multiple Choice: An important first step in the proces...</div><div>Points: 10</div></div> <div><div><div>Question</div><div>An important first step in the process of formulating a company's mission is to</div></div><div><div>Answer</div><div><div><div><div></div></div>describe the technological processor.</div><div><div></div>identify the customer segment served by the company.</div><div><div><div><div></div></div>answer the question, "What is our business?"</div><div><div></div>decide what the company will be like ten years from now.</div><div><div></div>evaluate the company's most recent performance.</div></div></div></div></div>	
<div><div><div><div></div></div>11. Multiple Choice: At the law offices of Hughes &amp; Hu...</div><div>Points: 10</div></div> <div><div><div>Question</div><div>At the law offices of Hughes &amp; Hughes, employees are encouraged to recycle cups used at the water cooler and turn off office lights when not in use. John Hughes, the owner and manager of the firm, leads by example and often completes his paperwork using natural light. John utilizes which of the following characteristics of good business leaders?</div></div><div><div>Answer</div><div><div><div><div></div></div>Vision</div><div><div><div><div></div></div>Commitment</div><div><div></div>Eloquence</div><div><div></div>Articulation of the business model</div><div><div></div>Emotional intelligence</div></div></div></div></div>	

☐

12. Multiple Choice: Between 2005 and 2011, Blue Drink Com...

Points: 10

Question	Between 2005 and 2011, Blue Drink Company increased its net profit from \$5 million to \$25 million. It was able to do this by expanding its product line to include a wider variety of drink flavors as well as introducing a low-calorie line. The \$20 million increase in net profit between 2005 and 2011 can be referred to as which of the following?
Answer	<div><div>Emergent strategy</div><div>Shareholder value</div><div> Profit growth</div><div>Profitability turnover</div><div>Risk capital</div></div>

☐

13. Essay: Describe at least three characteristi...

Points: 10

Question	Describe at least three characteristics of strong strategic leaders. Explain how each of the three characteristics would help motivate and lead an organization's personnel.
Answer	<p>Strong leaders have a clear vision of where they want the organization to go, and they are eloquent and consistent in articulating that vision. This ensures that employees understand the fundamental goals they are working toward, guiding them as they make decisions about their daily work.</p> <p>Strong leaders are committed to accomplishment of the organization's goals, and they demonstrate their commitment through their actions as well as their words. By observing their leader's commitment directly in their actions, employees believe that the goals are truly important, and they also benefit from seeing the appropriate behavior modeled for them.</p> <p>Strong leaders are well informed and seek out information through both formal and informal channels. Employees see that leaders value their input; they also respect leaders who are able to communicate well with individuals at different hierarchical levels.</p> <p>Strong leaders delegate when possible but maintain control over critical decisions. Workers are motivated by decision-making power and are able to reduce the workload of their leaders when they are empowered. However, strong leaders understand that critical decisions must be made by leaders. This is best for the organization, and it also protects lower-level workers from the consequences of disastrous choices.</p> <p>Strong leaders use power effectively, building consensus, relying on allies, committing to a vision rather than a specific course of action, and working to accomplish large goals one portion at a time. Workers are loyal when they are consulted and relied on. Politically astute leaders do not fall into the trap of advocating an action that might later be abandoned, nor do they try to make too many changes at once.</p> <p>Strong leaders have emotional intelligence— that is, they are self-aware, self-regulated, passionate about their work, empathetic toward others, and friendly. Workers have respect and trust for leaders who exhibit self-control. Workers are inspired by observing another's passion for the work, and they appreciate being treated with empathy and friendliness.</p>

☐

14. Essay: Describe at least three of the cognit...

Points: 10

Question	Describe at least three of the cognitive biases that individual decision makers experience. Then describe a real or hypothetical situation for each of the three biases, explaining how the bias is evident in the situation.
Answer	<p>The prior hypothesis bias claims that individuals formulate and use theories about causation, which they sometimes use inappropriately or in spite of evidence that the theory is false. For example, managers for U.S. automakers in the 1960s and 1970s believed that Americans bought cars for the luxury features and styling, and therefore they completely missed the trend toward cars that were more reliable, safer, and fuel efficient. Japanese automakers saw the trends and were able to fill that demand first.</p> <p>Escalating commitment causes managers to continue to "throw good money after bad," to invest in projects that are failing. This takes resources away from successful projects. Students exhibit this bias when they work harder to raise their class grade from a D to a C than they will work to raise their grade from a B to an A, even though both improvements have the same impact on their overall grade average.</p> <p>Managers use reasoning by analogy when they inappropriately make decisions based on simple analogies. For example, some managers use war as a metaphor for business competition. However, this analogy limits their ability to consider options such as cooperation in joint ventures.</p> <p>The representative bias asserts that decision makers make choices based on overreliance on just a few or even just one data point. Managers who have had one extremely positive or negative occurrence tend to remember and rely on that occurrence when they make future decisions. If a gambler gets very lucky the first time he wagers, he tends to wager greater amounts and more often than do gamblers who are initially very unlucky.</p> <p>Illusion of control occurs when managers are overconfident about their abilities to control events. Managers who take on projects that are beyond their capabilities or who refuse to admit that they need help are guilty of this bias.</p>

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15. Multiple Choice: Devil's advocacy

Points: 10

Question	Devil's advocacy
Answer	is simpler than the expert approach.



☐

22. Multiple Choice: Functional managers

Points: 10

Question	Functional managers
Answer	<div><div><input checked="" type="checkbox"/></div>are responsible for the specific business functions or operations that constitute a company or one of its divisions.</div> <div><input type="checkbox"/>look at the overall picture of a corporation.</div> <div><input type="checkbox"/>have no strategic role.</div> <div><input type="checkbox"/>formulate generic strategies.</div> <div><input type="checkbox"/>execute business-level decisions.</div>

☐

23. Multiple Choice: General managers are found

Points: 10

Question	General managers are found
Answer	<div><input type="checkbox"/>only at the corporate level.</div> <div><input type="checkbox"/>only at the business level.</div> <div><input type="checkbox"/>only at the functional and business levels.</div> <div><input type="checkbox"/>at the functional, business, and corporate levels.</div> <div><input checked="" type="checkbox"/>only at the corporate and business levels.</div>

☐

24. True/False: General managers bear responsibility ...

Points: 10

Question	General managers bear responsibility for the overall performance of the company or for one of its major self-contained subunits or divisions.
Answer	<div><div><input checked="" type="checkbox"/>True</div><div><input type="checkbox"/>False</div></div>

☐

25. True/False: Given that they are developed through...

Points: 10

Question	Given that they are developed through years of experience, rules of thumb rarely if ever lead to severe errors in the decision making process.
Answer	<div><div><input type="checkbox"/>True</div><div><input checked="" type="checkbox"/>False</div></div>

☐

26. Multiple Choice: Good strategic leaders

Points: 10

Question	Good strategic leaders
Answer	<div><div><input checked="" type="checkbox"/>possess a willingness to delegate and empower subordinates.</div><div><input type="checkbox"/>control all facets of decision making.</div><div><input type="checkbox"/>are confident in their ability to make sound decisions without consulting others.</div><div><input type="checkbox"/>assure uniformity of purpose through the exercise of power.</div><div><input type="checkbox"/>have the ability to be inconsistent when the situation requires inconsistency.</div></div>

☐

27. Multiple Choice: Holly owns a landscape company and is...

Points: 10

Question	Holly owns a landscape company and is thinking about expanding her services to include outdoor water features (waterfalls, streams, ponds). If, before making this decision, she looks at the experience of similar firms that have added outdoor water features, she is employing
Answer	<div><input type="checkbox"/>wishful thinking.</div> <div><input type="checkbox"/>aqua-evaluation.</div> <div><input type="checkbox"/>devil's advocacy.</div> <div><input checked="" type="checkbox"/>outside view.</div> <div><input type="checkbox"/>dialectic inquiry.</div>

☐

28. True/False: Honda redefined the U.S. motorcycle i...

Points: 10

Question

Answer

Honda redefined the U.S. motorcycle industry with a brilliantly conceived intended strategy.

True

False

29. Essay: Identify and discuss the criticisms o...

Points: 10

Question

Answer

Identify and discuss the criticisms of the traditional strategic planning process and why it is useful to view strategy as an emergent process.

The traditional planning process is viewed as a rational, highly structured process that is orchestrated by top management. This view of the strategy process has been criticized for a number of reasons. First, the world is uncertain, complex, and full of ambiguity, and it is an environment in which small, chance events can have a large and unpredictable impact on outcomes; thus, plans can become obsolete in a short amount of time. In this environment, it is critical that organizations respond quickly as conditions change.

A second criticism of the traditional approach is that it places too much importance on the role of top management. The alternative view is that managers deep within an organization often do exert a profound influence over the strategic direction of the firm. The traditional model does not allow for the important strategic role that lower-level managers can play.

The third criticism of the traditional model is that it does not address serendipity– the stumbling across good things accidentally. Because serendipitous discoveries can yield numerous opportunities, companies must be able to pursue them, even if they are inconsistent with the current strategic plan.

Given these three criticisms, the role of emergent strategies becomes clear. Unplanned responses to unforeseen circumstances that often arise from autonomous action by individual managers deep within the organization can allow a company to prosper.

30. Essay: Identify the levels of strategic mana...

Points: 10

Question

Answer

Identify the levels of strategic managers and discuss their role in the strategic management process.

The three levels of strategic managers are corporate, business, and functional. Corporate-level managers include the CEO, other senior executives, the board of directors, and corporate staff. The role of corporate-level managers is to oversee the development of strategies for the whole organization, including which businesses it should be in and how resources should be allocated among these businesses.

Business-level managers oversee business units– a self-contained division of a company with its own functions that are performed within the unit. The role of business-level managers is to translate the general statements of direction and intent that come from corporate-level managers into concrete strategies for individual businesses.

Functional-level managers are responsible for the specific business functions or operations that constitute a company or one of its divisions. These managers are generally responsible for one organizational activity. Their strategic role is to develop functional strategies in their area that help fulfill the strategic objectives set by business- and corporate-level managers.

31. Essay: Illustrate the main components of str...

Points: 10

Question

Answer

Illustrate the main components of strategic planning process in a visual diagram.

Please see Figure 1.5 in the chapter.

32. True/False: In practice, the strategies of most o...

Points: 10

Question

Answer

In practice, the strategies of most organizations are probably a combination of the intended and emergent strategies.

True

False

33. Multiple Choice: In the typical scenario planning exer...

Points: 10

Question

Answer

In the typical scenario planning exercise,

most scenarios are pessimistic.

most scenarios are optimistic.

some scenarios are optimistic and some scenarios are pessimistic.

only worst-case outcomes should be considered.

only best-case outcomes should be considered.

34. Multiple Choice: Jeffrey Pfeffer believes that a manag...

Points: 10

Question









Answer

Jeffrey Pfeffer believes that a manager's political power comes from his or her control over

employees' paychecks.



<div>the firm's strategic vision.</div> <div><div></div>important organizational resources.</div> <div>internal communication channels.</div> <div>the company's website.</div>	
<div><div><div></div></div><div>35. Multiple Choice: Julie is the marketing manager at Mou...</div><div>Points: 10</div></div> <div><div>Question</div><div>Julie is the marketing manager at Mountain Productions, Inc. When Sarah, one of her subordinates, told Julie that her father had passed away, Julie felt sympathy for Sarah because she could relate to what she was experiencing; Julie had lost her father 6 months prior. Julie felt _____ for Sarah.</div><div>Answer</div><div><div>an availability error</div><div>self-awareness</div><div>self-regulation</div><div>motivation</div><div><div></div>empathy</div></div></div>	
<div><div><div></div></div><div>36. Multiple Choice: Louis is a human resources manager at...</div><div>Points: 10</div></div> <div><div>Question</div><div>Louis is a human resources manager at XYZ Company. He is responsible for hiring, retaining, and compensating employees. Louis can best be described as a(n)</div><div>Answer</div><div><div>business-level manager.</div><div><div></div>functional-level manager.</div><div>corporate-level manager.</div><div>top-level manager.</div><div>Chairman of the Board.</div></div></div>	
<div><div><div></div></div><div>37. Multiple Choice: Maximizing shareholder value is</div><div>Points: 10</div></div> <div><div>Question</div><div>Maximizing shareholder value is</div><div>Answer</div><div><div>a byproduct of a company's cost reduction programs.</div><div>not generally a viable goal for a company.</div><div>not the responsibility of a company's managers.</div><div><div></div>the ultimate goal of profit-making companies.</div><div>not required to attract risk capital.</div></div></div>	
<div><div><div></div></div><div>38. True/False: Mintzberg's model suggests a com...</div><div>Points: 10</div></div> <div><div>Question</div><div>Mintzberg's model suggests a company's realized strategy is the product of whatever strategies are actually put into action—intended and emergent.</div><div>Answer</div><div><div><div></div>True</div><div>False</div></div></div>	
<div><div><div></div></div><div>39. Multiple Choice: More people seem to fear a snake bite...</div><div>Points: 10</div></div> <div><div>Question</div><div>More people seem to fear a snake bite than a dog bite, and yet statistically one is more likely to be bitten by a dog than by a snake. This represents which of the following cognitive biases?</div><div>Answer</div><div><div>Escalating commitment</div><div>Hypothesis bias</div><div><div></div>Availability error</div><div>Representativeness</div><div>Illusion of control</div></div></div>	
<div><div><div></div></div><div>40. True/False: One of the factors that distinguishes...</div><div>Points: 10</div></div> <div><div>Question</div></div>	

One of the factors that distinguishes organizations in the nonprofit sector from for-profit businesses is the lack of concern for strategic management.	
Answer	<div>True</div> <div> False</div>
<div><div><input type="checkbox"/></div><div>41. Multiple Choice: Profit growth is best measured</div><div>Points: <div>10</div></div></div>	
Question	Profit growth is best measured
Answer	<div>by the increase in share price.</div> <div>by the return on investment.</div> <div>by the increase in net sales.</div> <div> over time.</div> <div>by increases in liquidity.</div>
<div><div><input type="checkbox"/></div><div>42. True/False: ROIC is a measure of how efficiently ...</div><div>Points: <div>10</div></div></div>	
Question	ROIC is a measure of how efficiently and effectively managers use the capital at their disposal to produce profitability.
Answer	<div> True</div> <div>False</div>
<div><div><input type="checkbox"/></div><div>43. True/False: Research finds that leaders who exhib...</div><div>Points: <div>10</div></div></div>	
Question	Research finds that leaders who exhibit a high degree of emotional intelligence tend to be significantly less effective than those who do not.
Answer	<div>True</div> <div> False</div>
<div><div><input type="checkbox"/></div><div>44. Multiple Choice: Roza Munoz is the head of Maxwell Hou...</div><div>Points: <div>10</div></div></div>	
Question	Roza Munoz is the head of Maxwell House Coffee, a division of the Kraft Foods Company. Which of the following is <i>not</i> likely to be one of Ms. Munoz’s responsibilities?
Answer	<div>Turning corporate-level strategy into action</div> <div> Defining Kraft Food’s mission</div> <div>Deciding how to compete in the coffee industry</div> <div>Supervising functional-level managers</div> <div>Developing a business-level strategy</div>
<div><div><input type="checkbox"/></div><div>45. True/False: SWOT analysis concerns identifying st...</div><div>Points: <div>10</div></div></div>	
Question	SWOT analysis concerns identifying strengths, weaknesses, options, and threats.
Answer	<div>True</div> <div> False</div>
<div><div><input type="checkbox"/></div><div>46. True/False: SWOT analysis is implemented to fine-...</div><div>Points: <div>10</div></div></div>	
Question	SWOT analysis is implemented to fine-tune strategies.
Answer	<div> True</div> <div>False</div>
<div><div><input type="checkbox"/></div><div>47. Multiple Choice: Sam Walton wanted Walmart to keep cos...</div><div>Points: <div>10</div></div></div>	
Question	Sam Walton wanted Walmart to keep costs low. Therefore, as an example to others, he drove his own car and furnished his office with plain, steel desks. In this case, Mr. Walton was displaying his
Answer	<div> commitment.</div> <div>ego.</div> <div>astute use of power.</div> <div>emotional intelligence.</div> <div>eloquence.</div>



☐

48. Multiple Choice: Scenario-based planning is a techniqu...

Points: 10

Question	Scenario-based planning is a technique for coping with the problem of
Answer	<div><div><input checked="" type="checkbox"/></div>uncertainty.</div> <div><input type="checkbox"/>planning equilibrium.</div> <div><input type="checkbox"/>bottom-up planning.</div> <div><input type="checkbox"/>strategic fit.</div> <div><input type="checkbox"/>cognitive bias.</div>

☐

49. Multiple Choice: Strategic implementation involves

Points: 10

Question	Strategic implementation involves
Answer	<div><div><input checked="" type="checkbox"/></div>taking actions at the functional, business, and corporate levels.</div> <div><input type="checkbox"/>comparing company performance with leading companies in the industry.</div> <div><input type="checkbox"/>analyzing the macroenvironment for any last-minute changes that may have occurred.</div> <div><input type="checkbox"/>only activities at the corporate level.</div> <div><input type="checkbox"/>all of these choices.</div>

☐

50. Multiple Choice: Strategic leadership is about

Points: 10

Question	Strategic leadership is about
Answer	<div><input type="checkbox"/>strategy formulation.</div> <div><input type="checkbox"/>strategy implementation.</div> <div><div><input checked="" type="checkbox"/></div>how to effectively manage a company's strategy and create competitive advantage.</div> <div><input type="checkbox"/>establishing effective contract processes.</div> <div><input type="checkbox"/>reducing a company's operating costs.</div>

☐

51. True/False: Strategic leadership is concerned wit...

Points: 10

Question	Strategic leadership is concerned with how to most effectively manage a company's strategy-making process to create competitive advantage.
Answer	<div><div><input checked="" type="checkbox"/>True</div><div><input type="checkbox"/>False</div></div>

☐

52. Multiple Choice: Strategy formulation refers to the

Points: 10

Question	Strategy formulation refers to the
Answer	<div><input type="checkbox"/>task of designing organizational structures and control systems.</div> <div><input type="checkbox"/>process by which strategies are put into action.</div> <div><input type="checkbox"/>top-down planning process that gives rise to the implementation of emergent strategies.</div> <div><div><input checked="" type="checkbox"/></div>task of analyzing an organization's external and internal environment and then selecting an appropriate strategy.</div> <div><input type="checkbox"/>process of choosing a realized strategy.</div>

☐

53. Multiple Choice: Systematic errors in the decision-mak...

Points: 10

Question	Systematic errors in the decision-making process are caused by
Answer	<div><input type="checkbox"/>inadequate information.</div> <div><input type="checkbox"/>information overload.</div> <div><div><input checked="" type="checkbox"/></div>cognitive biases on the part of decision makers.</div> <div><input type="checkbox"/>poor data collection procedures.</div> <div><input type="checkbox"/>all of these choices.</div>

☐

54. Multiple Choice: The American Red Cross, the Ford Foun...

Points: 10

Question	The American Red Cross, the Ford Foundation, and the American Civil Liberties Union can all be classified as
Answer	<div>groups involved in civil rights.</div> <div><input checked="" type="checkbox"/> nonprofit enterprises.</div> <div>enterprises for profit.</div> <div>cash cows.</div> <div>ROICs.</div>

☐

55. True/False: The CEO is a company's principal...

Points: 10

Question	The CEO is a company's principal general manager.
Answer	<div><input checked="" type="checkbox"/> True</div> <div><input type="checkbox"/> False</div>

☐

56. True/False: The feedback loop in the model of the...

Points: 10

Question	The feedback loop in the model of the strategic management process indicates that the process is ongoing; it never ends.
Answer	<div><input checked="" type="checkbox"/> True</div> <div><input type="checkbox"/> False</div>

☐

57. True/False: The final component of the strategic ...

Points: 10

Question	The final component of the strategic management process is crafting the organization's mission statement, which provides the framework or context within which strategies are formulated.
Answer	<div><input type="checkbox"/> True</div> <div><input checked="" type="checkbox"/> False</div>

☐

58. Multiple Choice: The first step in the strategic manag...

Points: 10

Question	The first step in the strategic management process is
Answer	<div><input checked="" type="checkbox"/> defining the mission and major goals of the organization.</div> <div>analyzing the macroenvironment.</div> <div>analyzing the industry environment.</div> <div>determining the firm's strengths and weaknesses.</div> <div>deciding on a fit between the organization's strengths and weaknesses and the environment's opportunities and threats.</div>

☐

59. True/False: The great virtue of scenario planning...

Points: 10

Question	The great virtue of scenario planning is that managers must think outside the box to anticipate what they might do in different situations.
Answer	<div><input checked="" type="checkbox"/> True</div> <div><input type="checkbox"/> False</div>

☐

60. True/False: The mission of a company lays out som...

Points: 10

Question	The mission of a company lays out some desired future state and articulates what the company would like to achieve.
Answer	<div><input type="checkbox"/> True</div> <div><input checked="" type="checkbox"/> False</div>

☐

61. Multiple Choice: The primary goal of a SWOT analysis i...

Points: 10


Question	The primary goal of a SWOT analysis is to
Answer	<div>benchmark a company's performance.</div> <div>force managers to think creatively rather than analytically.</div>



a corporate-level, business-level, and functional manager.	
<div><div><input type="checkbox"/></div><div>69. True/False: Well-constructed goals provide a mean...</div></div>	Points: <div>10</div>
Question	Well-constructed goals provide a means by which the performance of managers can be evaluated.
Answer	<div><div><input checked="" type="checkbox"/></div>True</div> <div><div><input type="checkbox"/></div>False</div>
<div><div><input type="checkbox"/></div><div>70. Multiple Choice: When Nada’s boss informed her t...</div></div>	Points: <div>10</div>
Question	When Nada's boss informed her that she must work this weekend, her scheduled weekend off, Nada felt furious. Instead of acting on her impulses and yelling at her boss, Nada decided to have a calm conversation with him concerning her days off. Nada utilized which of Goleman’s aspects of emotional intelligence?
Answer	<div><div><input type="checkbox"/></div>Self-awareness</div> <div><div><input checked="" type="checkbox"/></div>Self-regulation</div> <div><div><input type="checkbox"/></div>Motivation</div> <div><div><input type="checkbox"/></div>Empathy</div> <div><div><input type="checkbox"/></div>Social skills</div>
<div><div><input type="checkbox"/></div><div>71. Multiple Choice: When considering emergent strategies,...</div></div>	Points: <div>10</div>
Question	When considering emergent strategies, it is important for a firm's managers to
Answer	<div><div><input type="checkbox"/></div>ensure that the chosen strategies are the result of deliberate plans.</div> <div><div><input type="checkbox"/></div>ignore strategies that are not the result of a formal planning process.</div> <div><div><input checked="" type="checkbox"/></div>evaluate each one carefully, using only those that show the most promise.</div> <div><div><input type="checkbox"/></div>substitute emergent strategies for formal plans whenever possible.</div> <div><div><input type="checkbox"/></div>develop the emergent strategies themselves.</div>
<div><div><input type="checkbox"/></div><div>72. Multiple Choice: Which of the following cognitive bias...</div></div>	Points: <div>10</div>
Question	Which of the following cognitive biases occurs when decision makers commit even more resources if they receive feedback that the project is failing?
Answer	<div><div><input type="checkbox"/></div>Prior hypothesis bias</div> <div><div><input type="checkbox"/></div>Reasoning by analogy</div> <div><div><input type="checkbox"/></div>Illusion of control</div> <div><div><input checked="" type="checkbox"/></div>Escalating commitment</div> <div><div><input type="checkbox"/></div>Representativeness</div>
<div><div><input type="checkbox"/></div><div>73. Multiple Choice: Which of the following cognitive bias...</div></div>	Points: <div>10</div>
Question	Which of the following cognitive biases refers to the fact that decision makers who have strong prior beliefs about the relationship between two variables tend to make decisions on the basis of these beliefs, even when presented with evidence that their beliefs are wrong?
Answer	<div><div><input checked="" type="checkbox"/></div>Prior hypothesis bias</div> <div><div><input type="checkbox"/></div>Reasoning by analogy</div> <div><div><input type="checkbox"/></div>Illusion of control</div> <div><div><input type="checkbox"/></div>Escalating commitment</div> <div><div><input type="checkbox"/></div>Representativeness</div>
<div><div><input type="checkbox"/></div><div>74. Multiple Choice: Which of the following dimension(s) i...</div></div>	Points: <div>10</div>
Question	Which of the following dimension(s) is (are) encompassed by a company's business model?
Answer	<div><div><input type="checkbox"/></div>Selecting customers</div> <div><div><input type="checkbox"/></div>Defining and differentiating its product offerings</div>


Determining how it will produce goods and services

Determining how it will grow the business over time

 All of these.


75. Multiple Choice: Which of the following is not a chara...

Points: 10

Question	Which of the following is not a characteristic of emotional intelligence?
Answer	<div><div>Self-awareness</div><div>Self-regulation</div><div> Self-esteem</div><div>Empathy</div><div>Social skills</div></div>


76. Multiple Choice: Which of the following is not a chara...

Points: 10

Question	Which of the following is <i>not</i> a characteristic of well-constructed goals?
Answer	<div><div>They are precise and measurable.</div><div> They are the result of a group decision process.</div><div>They specify a time period.</div><div>They are challenging but realistic.</div><div>They address critical issues.</div></div>


77. Multiple Choice: Which of the following is not a cogni...

Points: 10

Question	Which of the following is <i>not</i> a cognitive bias?
Answer	<div><div>Escalating commitment</div><div>Reasoning by analogy</div><div> Ivory tower thinking</div><div>Representativeness</div><div>Illusion of control</div></div>


78. Multiple Choice: Which of the following is the organiz...

Points: 10


Question	Which of the following is the organization's principal general manager?
Answer	<div><div>The Board of Director</div><div>Marketing division head</div><div>CFO</div><div> CEO</div><div>Controller</div></div>

79. Multiple Choice: Within a diversified company, the res...

Points: 10

Question	Within a diversified company, the responsibilities of corporate-level strategic managers include
Answer	<div><div>translating the corporate mission statement into concrete strategies for individual business units.</div><div>closely supervising the formulation of strategies at the functional level that support the company's business- and corporate-level strategies.</div><div>allocating resources to functions within business units.</div><div> overseeing the development of strategies for the total organization and allocating resources among its different business areas.</div><div>identifying and establishing relationships with supplier firms.</div></div>

80. Multiple Choice: Zappos.com executives have aligned th...

Question	Zappos.com executives have aligned the entire organization around one purpose: “to provide the best customer service possible.” This statement can best be described as which of the following?
Answer	<div><div>The company’s emergent strategy</div><div>The company’s corporate structure</div><div>The company’s HR strategy</div><div> The company’s mission</div><div>The company’s vision</div></div>

Select: All None : Select by Type: 

- Question Type - ▼

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 : Points 

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