1. Part of what defines an organization is its purpose.
   Answer: True False
   Diff: 2 Page Ref: 30
   Objective: 1.1

2. All organizations have a structure that in some ways serves to define and limit the behavior of members of the organization.
   Answer: True False
   Diff: 2 Page Ref: 30
   Objective: 1.1

3. In order to be considered a manager, an individual must direct or oversee the work of others.
   Answer: True False
   Diff: 2 Page Ref: 31
   Objective: 1.1

4. A manager does not work directly on tasks for the organization.
   Answer: True False
   Diff: 2 Page Ref: 31
   Objective: 1.1

5. Supervisors and team leaders may both be considered first-line managers.
   Answer: True False
   Diff: 1 Page Ref: 31
   Objective: 1.1

6. Effectiveness refers to the relationship between inputs and outputs.
   Answer: True False
   Diff: 2 Page Ref: 32
   Objective: 1.2

7. A goal of efficiency is to minimize output costs while maximizing input costs.
   Answer: True False
   Diff: 2 Page Ref: 32
   Objective: 1.2

8. Effectiveness refers to the attainment of the organization's goals.
   Answer: True False
   Diff: 2 Page Ref: 32
   Objective: 1.2

9. Managers who are effective at meeting organizational goals always act efficiently.
   Answer: True False
   Diff: 3 Page Ref: 32
10. The four contemporary management processes are planning, organizing, leading, and commanding.
   Answer: True  False
   Diff: 1  Page Ref: 33
   Objective: 1.2

11. Determining who reports to whom is part of the controlling function of management.
   Answer: True  False
   Diff: 1  Page Ref: 34
   Objective: 1.3

12. Providing motivation is part of the controlling function of management.
   Answer: True  False
   Diff: 2  Page Ref: 34
   Objective: 1.3

13. Defining goals is a key part of the organizing function of management.
   Answer: True  False
   Diff: 1  Page Ref: 34
   Objective: 1.3

14. Deciding who will be assigned to which job is a part of the leading function of management.
   Answer: True  False
   Diff: 1  Page Ref: 34
   Objective: 1.3

15. Fayol’s management processes are completely equivalent to Mintzberg’s management roles.
    Answer: True  False
    Diff: 3  Page Ref: 34-36
    Objective: 1.3

16. In Mintzberg’s view, the roles of figurehead, leader, and liaison are all interpersonal roles.
    Answer: True  False
    Diff: 2  Page Ref: 35
    Objective: 1.3

17. Disturbance handler is one of Mintzberg’s interpersonal roles.
    Answer: True  False
    Diff: 2  Page Ref: 35
    Objective: 1.3

18. A key difference between Fayol’s and Mintzberg’s view of management is that Fayol’s view was based on empirical observations of managers in action.
    Answer: True  False
19. Most people who study management think that Fayol’s categories are more useful than Mintzberg’s.  
Answer: True False  
Diff: 2 Page Ref: 36  
Objective: 1.3

20. A typical first-level manager spends more of his or her time leading than planning.  
Answer: True False  
Diff: 2 Page Ref: 37-38  
Objective: 1.3

21. Because profit, or the “bottom line,” is not the measure of success for not-for-profit organizations, managers of charitable organizations do not have to concern themselves with the financial aspects of their organizations.  
Answer: True False  
Diff: 2 Page Ref: 38  
Objective: 1.3

22. All managers devote at least some of their time to planning.  
Answer: True False  
Diff: 2 Page Ref: 37  
Objective: 1.3

23. A manager in a large business generally will spend more of her time as a spokesperson and entrepreneur than her counterpart in a small business.  
Answer: True False  
Diff: 2 Page Ref: 38-39  
Objective: 1.3

24. The political skills of a manager primarily consist of the ability to understand the workings of government and to present information effectively to others in the form of political speechmaking.  
Answer: True False  
Diff: 3 Page Ref: 37  
Objective: 1.3

25. Technical skills involve a manager's ability to think logically and effectively about abstract situations.  
Answer: True False  
Diff: 2 Page Ref: 36  
Objective: 1.3

26. A small business manager in many ways combines the roles of top manager and first-line manager in a large business.  
Answer: True False  
Diff: 2 Page Ref: 39  
Objective: 1.3
27. Today’s managers are just as likely to be women as they are men.
   Answer: True     False
   Diff: 1     Page Ref: 40
   Objective: 1.3

28. To better understand values and attitudes that are common to all people, a manager may study anthropology.
   Answer: True     False
   Diff: 2     Page Ref: 40
   Objective: 1.4

29. The study of economics is useful only to top managers.
   Answer: True     False
   Diff: 2     Page Ref: 41
   Objective: 1.4

30. Because management is affected by a nation’s form of government, an understanding of political science is important for managers whose organizations do business globally.
   Answer: True     False
   Diff: 1     Page Ref: 41
   Objective: 1.4

31. Which of the following is the most accurate statement regarding managers in today’s world?
   A) Managers are found almost exclusively in for-profit organizations.
   B) There is greater variety of managers with respect to age, ethnicity, and gender than ever before.
   C) More than half of today’s managers are women.
   D) Managers are found almost exclusively in large corporations that have more than 500 employees.
32. An organization is _______.
   A) the physical location where people work
   B) a group of individuals focused on profit-making for their shareholders
   C) a deliberate arrangement of people to accomplish some specific purpose
   D) any collection of people who all perform similar tasks
Answer:

33. All organizations have _______ which define(s) the organization's purpose and reason for existing.
   A) structure
   B) limits
   C) rules
   D) goals
Answer:

34. One of the common characteristics of all organizations is _______ that define(s) rules, regulations, and values of the organization.
   A) an explicit goal
   B) a set of written bylaws
   C) a systematic structure
   D) a stated purpose
Answer:

35. A fraternity is an example of an organization because it is comprised of people who _______.
   A) share goals and function within a common structure
   B) share the same goals and values
   C) function under the same set of rules and regulations
   D) share the same values, traditions, and customs
Answer:

36. Which of the following is a key difference between managerial and nonmanagerial employees?
   A) Nonmanagerial employees do not oversee the work of others.
   B) Nonmanagerial employees have less formal education.
   C) Managerial employees receive higher pay compensation.
   D) Managerial employees work longer hours.
Answer:
37. The primary job of a manager is to ________.
   A) coordinate between organization leaders and ordinary employees
   B) tackle tasks that are too difficult for nonmanagerial employees
   C) direct and oversee the work of others
   D) make decisions that help an organization grow
   Answer:
   Diff: 1  Page Ref: 31
   Objective: 1.1

38. The work of a manager ________.
   A) involves only high-level tasks that require a sophisticated skill set
   B) is strictly limited to overseeing and monitoring the work of others
   C) may involve performing tasks that are not related to overseeing others
   D) does not involve interaction with nonmanagerial employees
   Answer:
   Diff: 2  Page Ref: 31
   Objective: 1.1

39. Supervisor is another name for which of the following?
   A) top manager
   B) middle manager
   C) first-line manager
   D) team leader
   Answer:
   Diff: 1  Page Ref: 31
   Objective: 1.1

40. Which of the following types of managers is responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization?
   A) team leader
   B) project leader
   C) department head
   D) top manager
   Answer:
   Diff: 1  Page Ref: 31
   Objective: 1.1

41. Which is an important job responsibility for a middle manager?
   A) performing tasks that are not related to long-term goals
   B) helping top managers define goals
   C) translating goals defined by top managers into action
   D) defining the organization’s long-term goals
   Answer:
   Diff: 2  Page Ref: 31
   Objective: 1.1
42. Which of the following identifies a manager who does NOT typically supervise other managers?
   A) division manager
   B) unit chief
   C) vice president
   D) shift manager
   Answer:
   Diff: 2      Page Ref: 31
   Objective: 1.1

43. Which of the following is a member of the lowest level of management?
   A) a vice president
   B) a nonmanagerial employee
   C) an individual involved in defining the organization’s philosophy
   D) a middle manager
   Answer:
   Diff: 2      Page Ref: 31
   Objective: 1.1

44. All levels of management between the supervisory level and the top level of the organization are termed ________.
   A) supervisors
   B) team leaders
   C) middle managers
   D) first-line managers
   Answer:
   Diff: 2      Page Ref: 31
   Objective: 1.1

45. Which of the following levels of management is associated with positions such as executive vice president, chief operating officer, chief executive officer, and chairperson of the board?
   A) team leaders
   B) first-line managers
   C) top managers
   D) middle managers
   Answer:
   Diff: 1      Page Ref: 31
   Objective: 1.1

46. Another term for efficiency is ________.  
   A) doing things at the right time
   B) making sure things get done
   C) doing things right
   D) doing the right things
   Answer:
   Diff: 2      Page Ref: 32
   Objective: 1.2

47. Which of the following might be an example of increased efficiency in manufacturing?
A) cutting the price of the product  
B) increasing sales of the product  
C) cutting the amount of labor required to make the product  
D) increasing advertising for the product.

Answer:
Diff: 3    Page Ref: 32  
Objective: 1.2

48. Another term for effectiveness is ________.
   A) doing things right  
   B) doing things when necessary  
   C) doing things intelligently  
   D) doing the right things

Answer:
Diff: 2    Page Ref: 32  
Objective: 1.2

49. Effectiveness is synonymous with ________.
   A) goal attainment  
   B) cost minimization  
   C) efficiency  
   D) smart management

Answer:
Diff: 2    Page Ref: 32  
Objective: 1.2

50. Efficiency refers to ________.
   A) the relationship between inputs and outputs  
   B) decreasing inputs only  
   C) the inverse relationship between inputs and outputs  
   D) the additive relationship between inputs and outputs

Answer:
Diff: 2    Page Ref: 32  
Objective: 1.2

51. Good management strives for ________.
   A) high efficiency and high effectiveness  
   B) high efficiency and low effectiveness  
   C) moderate efficiency and moderate effectiveness  
   D) low efficiency and high effectiveness

Answer:
Diff: 2    Page Ref: 32  
Objective: 1.2

52. A candy manufacturer would increase both efficiency and effectiveness by making ________.
   A) the same candy at the same cost  
   B) better candy at a lower cost  
   C) better candy at the same cost
53. A candy manufacturer that made candy at a lower cost without improving the quality of the candy could be said to _______.
   A) increase both effectiveness and efficiency
   B) increase efficiency without increasing effectiveness
   C) increase effectiveness without increasing efficiency
   D) decrease both effectiveness and efficiency
   Answer:
   Diff: 3   Page Ref: 32
   Objective: 1.2

54. The “father” of scientific management was ________.
   A) Henri Fayol
   B) Robert L. Katz
   C) Frederick Winslow Taylor
   D) Henry Mintzberg
   Answer:
   Diff: 2   Page Ref: 33
   Objective: 1.2

55. Taylor began to develop his theory of ________ after a result of viewing workers in steel companies.
   A) management skills
   B) ethics-based management
   C) the functions of management
   D) scientific management
   Answer:
   Diff: 2   Page Ref: 33
   Objective: 1.2

56. A major contribution that Taylor made to the study of management was ________.
   A) to measure inefficiency on a 4-star scale
   B) to identify the three best ways to get a job done
   C) to measure efficiency on a 4-star scale
   D) to identify the one best way to get a job done
   Answer:
   Diff: 2   Page Ref: 33
   Objective: 1.2

57. Which of the following did Taylor NOT find “appalling” in his study of workers in steel companies?
   A) Workers would only attempt to perform a job if they were shown to have aptitude for it.
   B) Worker output was only about one-third of what was possible.
   C) Workers employed different techniques for the same job.
   D) Workers “took it easy” on the job.
   Answer:
58. Today, the basic management functions are considered to be _______.
   A) planning, coordinating, leading, and monitoring
   B) planning, organizing, leading, and controlling
   C) commanding, organizing, leading, and decision making
   D) planning, organizing, leading, and motivating
   Answer:

59. How many management functions were originally proposed by Henri Fayol?
   A) four: plan organize, lead, control
   B) three: plan, organize, lead
   C) five: plan, organize, command, coordinate, control
   D) ten: 3 interpersonal, 3 informational, 4 decisional
   Answer:

60. Which of the following is considered NOT to be a part of the planning function of a manager?
   A) mapping out strategy
   B) making decisions
   C) motivating
   D) defining goals
   Answer:

61. The controlling management function is largely a matter of _______.
   A) determining what needs to be done
   B) resolving conflicts
   C) enforcing rules for employees
   D) monitoring to see that tasks are accomplished
   Answer: D

62. Organizing includes _______.
   A) determining who does what tasks
   B) resolving conflicts
   C) defining organizational goals
   D) motivating organizational members
   Answer:
63. Resolving a conflict would be considered to fall under which managerial function?
   A) directing  
   B) planning  
   C) leading  
   D) controlling  
   Answer:  
   Diff: 2    Page Ref: 35  
   Objective: 1.3

64. An important part of the controlling function is ________.
   A) evaluating  
   B) punishing  
   C) coordinating  
   D) structuring  
   Answer:  
   Diff: 2    Page Ref: 35  
   Objective: 1.3

65. ________ developed a categorization scheme for defining what managers do, consisting of 10 different but highly interrelated roles.
   A) Henri Fayol  
   B) Robert L. Katz  
   C) Henry Ford  
   D) Henry Mintzberg  
   Answer:  
   Diff: 2    Page Ref: 34  
   Objective: 1.3

66. Giving a speech at an organization banquet would fall into which Mintzberg category?
   A) entrepreneurial  
   B) informational  
   C) decisional  
   D) interpersonal  
   Answer:  
   Diff: 2    Page Ref: 35-36  
   Objective: 1.3

67. Mintzberg developed his ten managerial roles by ________.  
   A) sending out questionnaires to thousands of managers  
   B) observing hundreds of managers over several years  
   C) using common sense to analyze the situation  
   D) closely monitoring the work activities of five chief executives  
   Answer:  
   Diff: 2    Page Ref: 35  
   Objective: 1.3

68. Why is a negotiator a decisional role according to Mintzberg?  
   A) The task of negotiation is taken on only by the decision makers who are always top managers.
B) Negotiation requires taking a position and deciding how and when to compromise.
C) Negotiation requires a manager to be able to deal with money.
D) Negotiation requires no interpersonal or informational skill.

Answer:

69. A pharmaceutical company manager attending a meeting of academic scientists would be functioning in which role?
   A) informational
   B) liaison
   C) figurehead
   D) decisional

Answer:

70. A finance manager who reads the *Wall Street Journal* on a regular basis would be performing which role?
   A) disseminator
   B) leader
   C) liaison
   D) monitor

Answer:

71. The emphasis that managers give to various activities is generally based on their ________.
   A) skill specialty
   B) experience in their field
   C) organizational level
   D) tenure with the organization

Answer:

72. Which of the following proved to be a surprising result of Mintzberg's data?
   A) Managers were deliberate, reflective thinkers who methodically mapped out strategies.
   B) Managers spent only a short period of time on each activity.
   C) Managers could spend hours on a single activity during a typical day.
   D) Executives were not efficient.

Answer:

73. The four managerial functions first described by Fayol are considered "classical" because ________.
   A) they are no longer popular today
   B) most sources use them to categorize managers
   C) they date back to ancient Greece and Rome
D) they were devised a long time ago
Answer:
Diff: 2  Page Ref: 36
Objective: 1.3

74. All of the following are examples of informational roles according to Mintzberg EXCEPT ________.  
A) spokesperson  
B) entrepreneur  
C) disseminator  
D) monitor  
Answer:
Diff: 2  Page Ref: 36
Objective: 1.3

75. Which of the following is NOT an example of a decisional role according to Mintzberg?  
A) spokesperson  
B) entrepreneur  
C) resource allocator  
D) disturbance handler  
Answer:
Diff: 2  Page Ref: 36
Objective: 1.3

76. One managerial function that is identical in both Fayol's and Mintzberg's systems is ________.  
A) leader  
B) negotiator  
C) resource allocator  
D) monitor  
Answer:
Diff: 2  Page Ref: 34-36
Objective: 1.3

77. The managerial role that changes the least between middle and top managers is ________.  
A) leading  
B) organizing  
C) controlling  
D) planning  
Answer:
Diff: 2  Page Ref: 38
Objective: 1.3

78. Non-profit organizations are different from for-profit organizations primarily ________.  
A) in the way they motivate employees  
B) in how they hire employees  
C) in the way make decisions  
D) in the way they measure success  
Answer:
Diff: 2  Page Ref: 38
Objective: 1.3
79. The role of _________ is more important for managers of small organizations than for managers working in large corporations.
   A) resource allocator
   B) entrepreneur
   C) spokesperson
   D) disseminator

   Answer:
   Diff: 2  Page Ref: 38
   Objective: 1.3

80. In a small organization, which of the following is NOT likely to be true?
   A) The design of the organization is likely to be less structured and complex.
   B) Relationships are more likely to be informal.
   C) Workers are likely to be observed by computerized monitoring systems.
   D) Planning is not likely to be an orchestrated ritual.

   Answer: C
   Diff: 2  Page Ref: 38
   Objective: 1.3

81. Which of the following is NOT a characteristic of a small business?
   A) having cutting edge, innovative business practices
   B) having a relatively small market share of its product
   C) having about 200 employees
   D) is not a "player" with impact within its industry

   Answer:
   Diff: 2  Page Ref: 38
   Objective: 1.3

82. Why might a manager for a non-profit organization seem as concerned with her organization’s financial well-being as a for-profit manager?
   A) Many not-for-profit organizations have tight budgets and must be very efficient.
   B) Non-profit organizations have an obligation to turn a profit.
   C) Non-profit managers are evaluated on financial performance only.
   D) Non-profit managers try to give the illusion that they care about the "bottom line."

   Answer:
   Diff: 2  Page Ref: 38
   Objective: 1.3

83. Which of the following is NOT considered a political skill for a manager?
   A) networking ability
   B) dominant personality
   C) sincerity
   D) social astuteness

   Answer:
   Diff: 2  Page Ref: 37
   Objective: 1.3
84. Compared to the manager of a large organization, a small business manager is more likely to be a(n) _______.
   A) figurehead
   B) specialist
   C) information monitor
   D) generalist
Answer:
Diff: 1   Page Ref: 39
Objective: 1.3

85. Unlike the manager of a small business, the most important concerns of a manager in a large organization are focused _______.
   A) on planning ways to improve organizational structure
   B) externally, particularly on entrepreneurial tasks
   C) on setting goals
   D) internally, particularly on the allocation of resources
Answer:
Diff: 2   Page Ref: 39
Objective: 1.3

86. Evidence that management practices are not universal come from studies of _______.
   A) small and large organizations
   B) domestic and foreign organizations
   C) successful and unsuccessful organizations
   D) non-profit and for-profit organizations
Answer:
Diff: 2   Page Ref: 39
Objective: 1.3

87. Which of the following would networking be most likely to help a manager accomplish?
   A) defining goals
   B) increasing efficiency
   C) increasing effectiveness
   D) building a power base
Answer:
Diff: 2   Page Ref: 37
Objective: 1.3

88. Almost all managerial tasks involve _______.
   A) decision making
   B) superb political skills
   C) technical skills
   D) long-term planning
Answer:
Diff: 2   Page Ref: 37
Objective: 1.3
89. According to Katz, the four critical managerial skills can be classified as ________.
   A) interpersonal, political, empirical, and technical
   B) technical, interpersonal, political, and controlling
   C) technical, political, conceptual, and empirical
   D) technical, political, interpersonal, and conceptual
   Answer:
   Diff: 1           Page Ref: 36
   Objective: 1.3

90. Understanding building codes would be considered a(n) ________ skill for a building contractor.
   A) interpersonal
   B) political
   C) conceptual
   D) technical
   Answer:
   Diff: 2           Page Ref: 36
   Objective: 1.3

91. Under which category would you classify skill in motivating subordinates?
   A) technical skills
   B) conceptual skills
   C) political skills
   D) interpersonal skills
   Answer:
   Diff: 1           Page Ref: 36
   Objective: 1.3

92. Designing a series of interview questions to provide information about possible customers for a company would primarily require ________.
   A) interpersonal skills
   B) technical skills
   C) political skills
   D) conceptual skills
   Answer:
   Diff: 2           Page Ref: 36
   Objective: 1.3

93. Technical skills might include ________.
   A) exceptional writing ability
   B) decision-making ability
   C) excellent verbal skills
   D) proficiency in computer programming
   Answer:
   Diff: 2           Page Ref: 36
   Objective: 1.3

94. Good political skills would be most important to a manager who ________.
   A) wants to rise through organizational ranks
B) wants to lighten his work load  
C) seeks job security  
D) seeks fair compensation for his level  

Answer:  
Diff: 2  Page Ref: 37  
Objective: 1.3

95. Which set of skills would you expect the President of the United States to be least in need of?  
A) interpersonal  
B) conceptual  
C) political  
D) technical  

Answer:  
Diff: 2  Page Ref: 36  
Objective: 1.3

96. What was the primary cause of demise for such companies as W.T. Grant, Dave & Barry’s, and Circuit City?  
A) poor management  
B) governmental regulation  
C) difficult economic conditions  
D) corruption  

Answer:  
Diff: 2  Page Ref: 40  
Objective: 1.4

97. Who stands to benefit least from studying management?  
A) a pro football coach  
B) a pro football owner  
C) a pro football player  
D) a pro football fan  

Answer:  
Diff: 3  Page Ref: 40  
Objective: 1.4

98. We all have a vested interest in understanding the way organizations are managed because ________.  
A) organizations dictate every facet of our lives  
B) we all depend on organizations for employment  
C) we all stand to gain financially from organizational profits  
D) we interact with organizations every day of our lives  

Answer:  
Diff: 2  Page Ref: 40  
Objective: 1.4

99. Companies that are well managed can prosper during difficult economic times by depending on ________.  
A) filing for bankruptcy  
B) government bailouts  
C) a loyal customer base  
D) raising prices
100. Which of the following is NOT a philosophical topic relevant to the study of management?
   A) the liberty ethic
   B) the Protestant ethic
   C) the democratic ethic
   D) the market ethic

Answer:

101. The study of ________ helps managers gain insight into human behavior and what motivates people to do what they do.
   A) psychology
   B) philosophy
   C) economics
   D) sociology

Answer:

102. A manager interested in how changing demographics can affect markets could benefit from topics taught in a(n) ________ course.
   A) psychology
   B) sociology
   C) anthropology
   D) economics

Answer:

103. A common thread that runs through changes that all managers face in today’s world is the need to rely on ________ to identify ways to increase productivity.
   A) consultants who specialize in efficiency
   B) top managers only
   C) all members of an organization
   D) experts who specialize in productivity

Answer:

104. Which of the following is a factor in today’s tough economic climate that managers do NOT need to deal with?
   A) economic uncertainty
   B) changing technology
   C) employees who are not eager to work
D) distrust between managers and employees

Answer:
Diff: 1    Page Ref: 42
Objective: 1.5

105. The decision of the Seattle Post Intelligencer newspaper to go "all-digital" resulted in ________.
A) managers needing to drastically reduce their workforce
B) managers needing to hire new employees
C) very few changes in the way the paper did business
D) no workforce changes, but changes in the price of the paper

Answer:
Diff: 2    Page Ref: 42
Objective: 1.5

106. How do customers play a role in changing the job of the modern manager?
A) Managers are learning to think of customers as adversaries in a battle of survival.
B) Managers are increasingly including customer satisfaction as a major goal.
C) Managers are inviting customers to take control of the planning and design of new products.
D) Managers are increasingly de-emphasizing customer satisfaction as a major goal.

Answer:
Diff: 2    Page Ref: 42
Objective: 1.5

107. The CEO of Cisco Systems likes to ________.
A) listen to voice mails from satisfied customers
B) read emails from satisfied customers
C) listen to voice mails from dissatisfied customers
D) argue with dissatisfied customers and try to convince them that they are wrong

Answer:
Diff: 2    Page Ref: 42
Objective: 1.5

108. What does a company's prompt, courteous, and helpful answering of a telephone with a human operator signal to the customer who is calling?
A) The company is responsive to the customer's needs.
B) The company has low prices.
C) The company is wasting resources on telephone operators.
D) The company has high prices.

Answer:
Diff: 2    Page Ref: 42-43
Objective: 1.5

109. Why is innovation a key component of a manager's job in today's business environment?
A) Innovation gives companies a "fresh" image without changing much real substance.
B) New approaches are always superior to old approaches.
C) Innovation gives an organization an edge over its competition.
D) Innovation keeps employees on their toes.

Answer:
110. Which of the following did a poll find to be the most important variable in employee productivity?
   A) pay level
   B) the benefits that employees enjoyed
   C) quality of the workplace environment
   D) quality of the employee-supervisor relationship
   
   Answer:

111. Having Best Buy employees carry out a collective store closing called a "team close" has _______.
   A) decreased the number of sick-days that employees take
   B) improved attitudes and commitment of employees
   C) improved efficiency of employees
   D) increased customers in stores
   
   Answer:

112. Which of the following innovations did Zappos employ to gain a leadership position in the online shoe business?
   A) great selection of all types of shoes
   B) a call center
   C) free shipping
   D) free two-way shipping
   
   Answer:

113. Zappos offers $2000 to new customer service reps who complete training and choose to leave the company. What purpose does this offer serve?
   A) It encourages new employees to quit.
   B) It shows prospective employees that Zappos has "money to burn."
   C) It shows customers that Zappos is better than any "old-school" shoe store.
   D) It shows prospective employees that Zappos is confident that they will want to stay.
   
   Answer: