

Question type: Multiple Choice

1) A person who supports and is responsible for the work of others is called a(n) \_\_\_\_\_.

- a) leader
- b) manager
- c) employee
- d) shareholder

Answer: b

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Analytic

2) The three levels of management are \_\_\_\_\_.

- a) first, second, and third
- b) technical, conceptual, and human
- c) directorial, upper, and bottom
- d) top, middle, and first-line

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Analytic

3) At First United Bank, division managers, regional managers, and branch managers would be known as \_\_\_\_\_.

- a) first-line managers
- b) middle managers
- c) top managers
- d) nonmanagerial workers

Answer: b

Bloomcode: Application

Difficulty: Medium

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.  
Standard 1 : AACSB || Reflective Thinking

4) Susan is a manager who oversees the work of large departments or divisions consisting of several smaller teams at Colors Inc. Susan most likely holds the position of \_\_\_\_\_ at Colors Inc.

- a) the CEO
- b) a first-line manager
- c) a director
- d) a middle manager

Answer: d

Bloomcode: Application  
Difficulty: Medium

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.  
Standard 1 : AACSB || Reflective Thinking

5) Andy is a middle manager at Hercules Industries. Whom would he report to?

- a) First-line manager
- b) Vice president
- c) Chairman of the board
- d) President

Answer: b

Bloomcode: Application  
Difficulty: Medium

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.  
Standard 1 : AACSB || Reflective Thinking

6) Tom is responsible for a group of manufacturing assembly workers who report to him. Tom is a \_\_\_\_\_ manager.

- a) top
- b) first-line
- c) middle
- d) senior

Answer: b

Bloomcode: Application

Difficulty: Medium

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Reflective Thinking

7) Top managers focus on \_\_\_\_\_.

- a) short-term plans
- b) long-term success
- c) middle managers
- d) the board of directors

Answer: b

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Analytic

8) A person who guides the performance of an organization as a whole or of one of its major parts is called a \_\_\_\_\_.

- a) supervisor
- b) first-line manager
- c) top manager
- d) middle manager

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Analytic

9) The primary responsibility of the board of directors is to \_\_\_\_\_.

- a) tell all the managers what to do
- b) oversee the affairs of the organization
- c) make daily operational decisions
- d) do tactical planning

Answer: b

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Analytic

10) Claire, the CEO of Berylia Inc., reports to James. James has been appointed by the stockholders of Berylia to represent their ownership interests. Hence, James is a part of the \_\_\_\_\_ of Berylia Inc.

- a) top management
- b) front-line management
- c) board of directors
- d) board of trustees

Answer: c

Bloomcode: Application

Difficulty: Medium

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Reflective Thinking

11) Jane, Kale, Carter, and Bennett have been appointed by the government of Rhodia to the board of trustees of the University of Rhodia. Their responsibility is to \_\_\_\_\_.

- a) supervise several first-line managers
- b) supervise the performance of nonmanagerial workers
- c) make sure that the institution is being run right
- d) recognize potential problems and set strategies to abate them

Answer: c

Bloomcode: Application

Difficulty: Medium

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Reflective Thinking

12) \_\_\_\_\_ is the oversight of top management by a board of trustees.

- a) Accountability
- b) Governance
- c) Responsibility

d) Strategic planning

Answer: b

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Analytic

13) \_\_\_\_\_ is the requirement to show performance results to a supervisor.

- a) Dependability
- b) Durability
- c) Delegation
- d) Accountability

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Accountability is a foundation of managerial performance.

Standard 1 : AACSB || Analytic

14) Accountability in managerial performance is always accompanied by \_\_\_\_\_.

- a) entrepreneurship
- b) dependency
- c) fondness
- d) satisfaction

Answer: b

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Accountability is a foundation of managerial performance.

Standard 1 : AACSB || Analytic

15) The overall quality of human experiences in the workplace is known as \_\_\_\_\_.

- a) work environment
- b) work culture
- c) quality of work life

d) quality of work experience

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Effective managers help others achieve high performance and satisfaction.

Standard 1 : AACSB || Analytic

16) Which of the following is NOT one of the quality of work life (QWL) issues?

- a) Being respected and valued
- b) Fair pay
- c) Safe work conditions
- d) Health benefits

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Effective managers help others achieve high performance and satisfaction.

Standard 1 : AACSB || Analytic

17) Effective managers help others achieve high performance and \_\_\_\_\_ in their work.

- a) salary
- b) profits
- c) rewards
- d) satisfaction

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Effective managers help others achieve high performance and satisfaction.

Standard 1 : AACSB || Analytic

18) Which of the following management issues is most associated with the concept of quality of work life or QWL?

- a) Continuous improvement
- b) Job satisfaction

- c) Total quality management
- d) Customer service

Answer: b

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Effective managers help others achieve high performance and satisfaction.

Standard 1 : AACSB || Analytic

19) The upside-down pyramid view of organizations puts \_\_\_\_\_ at the top of the pyramid.

- a) customers
- b) team leaders
- c) nonmanagerial workers
- d) first-line managers

Answer: a

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Managers act as coaches, coordinators, and supporters.

Standard 1 : AACSB || Analytic

20) The upside-down pyramid clearly shows that the job of top managers is to support all EXCEPT the \_\_\_\_\_.

- a) middle managers
- b) first-line managers
- c) operating workers
- d) chairman of the board

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Managers act as coaches, coordinators, and supporters.

Standard 1 : AACSB || Analytic

21) The process of arousing enthusiasm and inspiring efforts to achieve goals is called \_\_\_\_\_.

- a) leading
- b) planning
- c) organizing
- d) controlling

Answer: a

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers plan, organize, lead, and control.

Standard 1 : AACSB || Analytic

22) The process of assigning tasks, allocating resources, and coordinating the activities of individuals and groups best defines the term \_\_\_\_\_.

- a) organizing
- b) planning
- c) leading
- d) controlling

Answer: a

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers plan, organize, lead, and control.

Standard 1 : AACSB || Analytic

23) The process of setting performance objectives and determining what actions should be taken to accomplish them is known as \_\_\_\_\_.

- a) organizing
- b) planning
- c) leading
- d) controlling

Answer: b

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers plan, organize, lead, and control.

Standard 1 : AACSB || Analytic



24) Tim is a sales manager at Green Source Corp. He sets a target for his sales team to increase sales by 20 percent in 20 weeks. While giving them suggestions on how to achieve the target, he also announces a 20 percent commission as an incentive. Tim is involved in the \_\_\_\_\_ function of the management process.

- a) controlling
- b) organizing
- c) planning
- d) leading

Answer: c

Bloomcode: Application

Difficulty: Medium

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers plan, organize, lead, and control.

Standard 1 : AACSB || Reflective Thinking

25) At work, Julie focuses on measuring performance and takes the necessary corrective actions. Julie is engaged in the \_\_\_\_\_ function of the management process.

- a) controlling
- b) leading
- c) organizing
- d) planning

Answer: a

Bloomcode: Application

Difficulty: Medium

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers plan, organize, lead, and control.

Standard 1 : AACSB || Reflective Thinking

26) When managers \_\_\_\_\_, they stay in contact with people as they work, gather and interpret information on performance results, and use this information to make adjustments.

- a) plan
- b) lead
- c) organize
- d) control

Answer: d

Bloomcode: Comprehension

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers perform informational, interpersonal, and decisional roles.

Standard 1 : AACSB || Analytic

27) When Jose acts as a resource allocator for his organization, he is acting in a(n) \_\_\_\_\_ role.

- a) entrepreneurial
- b) decisional
- c) interpersonal
- d) informational

Answer: b

Bloomcode: Application

Difficulty: Medium

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers perform informational, interpersonal, and decisional roles.

Standard 1 : AACSB || Reflective Thinking

28) \_\_\_\_\_ is the capacity to attract support and help from others to get things done.

- a) Social capital
- b) Human capital
- c) Cultural capital
- d) Intellectual capital

Answer: a

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use networking and social capital to pursue action agendas.

Standard 1 : AACSB || Analytic

29) Which of the following set of skills is most important at lower organizational levels?

- a) Planning
- b) Conceptual
- c) Technical
- d) Human

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use technical, human, and conceptual skills.

Standard 1 : AACSB || Analytic

30) A \_\_\_\_\_ skill is the ability to work well in cooperation with other people.

- a) conceptual
- b) decisional
- c) technical
- d) human

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use technical, human, and conceptual skills.

Standard 1 : AACSB || Analytic

31) Which of the following skills is the LEAST necessary to senior managers?

- a) Technical
- b) Leading
- c) Conceptual
- d) Interpersonal

Answer: a

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use technical, human, and conceptual skills.

Standard 1 : AACSB || Analytic

32) Which of the following refers to the ability to manage ourselves and our relationships effectively?

- a) Technical skill
- b) Communication skill
- c) Competitive intelligence
- d) Emotional intelligence

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use technical, human, and conceptual skills.

Standard 1 : AACSB || Analytic

33) Which of the following is NOT one of the six “must-have” managerial skills?

- a) Self-management
- b) Critical thinking
- c) Professionalism
- d) Expressiveness

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers can and should learn from experience.

Standard 1 : AACSB || Analytic

34) The worldwide interdependence of resource flows, product markets, and business competition that characterize our economy is called \_\_\_\_\_.

- a) nation building
- b) corporate dominance
- c) globalization
- d) strategic marketing

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Globalization and job migration have changed the world of work.

Standard 1 : AACSB || Analytic

35) Contracting for work that is performed by workers in other countries is called \_\_\_\_\_.

- a) subcontracting
- b) job migration
- c) global marketing
- d) global sourcing

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Globalization and job migration have changed the world of work.

Standard 1 : AACSB || Analytic

36) Trix International is a furniture company. It procures raw material from Africa, hires artisans from India, and sells the finished products all over the world. Trix International is engaged in \_\_\_\_\_.

- a) inshoring
- b) reshoring
- c) global sourcing
- d) job migration

Answer: c

Bloomcode: Application

Difficulty: Medium

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Globalization and job migration have changed the world of work.

Standard 1 : AACSB || Reflective Thinking

37) One controversial side effect to global sourcing is \_\_\_\_\_.

- a) global sourcing
- b) reshoring
- c) job migration
- d) inshoring

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Globalization and job migration have changed the world of work.

Standard 1 : AACSB || Analytic

38) Pixz International is a multinational computer technology company based in the United States. It had outsourced the production of its microprocessors to China. Now Pixz International is moving its microprocessor production back to the United States. Pixz International is currently engaged in \_\_\_\_\_.

- a) global sourcing

- b) reshoring
- c) job migration
- d) offshoring

Answer: b

Bloomcode: Application

Difficulty: Medium

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Globalization and job migration have changed the world of work.

Standard 1 : AACSB || Reflective Thinking

39) The moral standards of what is “good” and “right” behavior in organizations and in our personal lives are set by \_\_\_\_\_.

- a) prejudice
- b) professionalism
- c) ethics
- d) rights

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Failures of ethics and corporate governance are troublesome.

Standard 1 : AACSB || Analytic

40) The oversight of corporate management by a company’s board of directors is called \_\_\_\_\_.

- a) organizational control
- b) corporate governance
- c) strategic planning
- d) management interference

Answer: b

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Failures of ethics and corporate governance are troublesome.

Standard 1 : AACSB || Analytic

41) \_\_\_\_\_ describes the composition of a workforce based on factors such as race, gender,

age, religious affiliation, sexual orientation, and able-bodiedness.

- a) Discrimination
- b) Prejudice
- c) Intellectual capital
- d) Workforce diversity

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Diversity and discrimination are continuing social priorities.

Standard 1 : AACSB || Analytic

42) By 2030, more than \_\_\_\_\_ percent of the population of the United States will be aged 65 years or older.

- a) 10
- b) 20
- c) 40
- d) 75

Answer: b

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Diversity and discrimination are continuing social priorities.

Standard 1 : AACSB || Analytic

43) Which of the following terms can be best described as an invisible barrier limiting career advancement of women and minorities?

- a) Globalization
- b) Prejudice
- c) Racial discrimination
- d) Glass ceiling effect

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Diversity and discrimination are continuing social priorities.

Standard 1 : AACSB || Analytic

44) Which of the following terms can be best described as the display of negative, irrational attitudes toward women or minorities?

- a) Discrimination
- b) Fairness
- c) Value system
- d) Prejudice

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Diversity and discrimination are continuing social priorities.

Standard 1 : AACSB || Analytic

45) The lack of women and minorities in senior management positions can be explained by \_\_\_\_\_.

- a) the value system
- b) the glass ceiling effect
- c) statistics
- d) historical data

Answer: b

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Diversity and discrimination are continuing social priorities.

Standard 1 : AACSB || Analytic

46) In \_\_\_\_\_, people change jobs more often, and many work on independent contracts with a shifting mix of employers.

- a) a shamrock organization
- b) a free-agent economy
- c) job migration
- d) global sourcing

Answer: b

Bloomcode: Knowledge

Difficulty: Easy



Learning Objective 1: Recognize important career issues in the workplace.  
Section Reference 1: Diversity and discrimination are continuing social priorities.  
Standard 1 : AACSB || Analytic

47) The collective brainpower or shared knowledge of a workforce is called \_\_\_\_\_.

- a) intellectual capital
- b) individual knowledge
- c) personality trait
- d) groupthink

Answer: a

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.  
Section Reference 1: Diversity and discrimination are continuing social priorities.  
Standard 1 : AACSB || Analytic

48) Refusing to hire or promote a person from a minority group for reasons other than their qualifications is an example of \_\_\_\_\_.

- a) affirmative action
- b) prejudice
- c) discrimination
- d) intellectual freedom

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.  
Section Reference 1: Diversity and discrimination are continuing social priorities.  
Standard 1 : AACSB || Analytic

49) An embedded prejudice that is largely unconscious and that results in the discriminatory treatment of others refers to:

- a) affirmative action.
- b) groupthink.
- c) implicit bias.
- d) intellectual freedom.

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Diversity and discrimination are continuing social priorities.

Standard 1 : AACSB || Analytic

50) Which of the following use their minds and intellects as critical assets to employers?

- a) Social groups
- b) Quality workers
- c) Intellectual capital individuals
- d) Knowledge workers

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Diversity and discrimination are continuing social priorities.

Standard 1 : AACSB || Analytic

51) Which of the following terms can be best defined as the ability to understand oneself, exercise initiative, accept responsibility, and learn from experience?

- a) Social capital
- b) Self-management
- c) Intellectual capital
- d) Personal brand

Answer: b

52) The intellectual capital equation is: Intellectual Capital = \_\_\_\_\_.

- a) Competency Commitment
- b) Personality Effort
- c) Competency Money
- d) Personality Commitment

Answer: a

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Diversity and discrimination are continuing social priorities.

Standard 1 : AACSB || Analytic

53) Which of the following terms can be best defined as the reputation people hold in the eyes of others and the talents as evidenced by unique and timely skills and capabilities of real value to potential employers?

- a) Social capital
- b) Quality of work life
- c) Intellectual capital
- d) Personal brand

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Self-management skills are essential for career success.

Standard 1 : AACSB || Analytic

54) The combination of skills, competencies, aspirations, and goals that can move you forward with a successful career, even in a rapidly changing environment refers to:

- a) social capital.
- b) quality of work life.
- c) intellectual capital.
- d) personal career readiness.

Answer: d

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Self-management skills are essential for career success.

Standard 1 : AACSB || Analytic

55) Which of the following identifies individual strengths and weaknesses, as well as environmental opportunities and threats?

- a) SWOT analysis
- b) Self-management
- c) Intellectual capital
- d) Personal brand

Answer: a

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Self-management skills are essential for career success.  
Standard 1 : AACSB || Analytic

Question type: True/False

56) In effective organizations, there is generally only one type and one level of managers.

Answer: False

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Analytic

57) The levels of work and responsibility remain fairly constant in management, regardless of the position in the organization.

Answer: False

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Analytic

58) In the traditional organization, accountability flows downward.

Answer: False

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Accountability is a foundation of managerial performance.

Standard 1 : AACSB || Analytic

59) The upside-down pyramid view puts workers at the top of the organization.

Answer: False

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Managers act as coaches, coordinators, and supporters.

Standard 1 : AACSB || Analytic

60) While there are four functions of management, only the top managers are involved in the planning function.

Answer: False

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers plan, organize, lead, and control.

Standard 1 : AACSB || Analytic

61) It is in the organizing function that people are inspired and commitments are built to achieve the goals set in the planning function.

Answer: False

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers plan, organize, lead, and control.

Standard 1 : AACSB || Analytic

62) Measuring performance and taking action to get the desired results are part of leading.

Answer: False

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers plan, organize, lead, and control.

Standard 1 : AACSB || Analytic

63) To be effective, the management functions are always performed one at a time and step-by-step.

Answer: False

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers perform informational, interpersonal, and decisional roles.

Standard 1 : AACSB || Analytic

64) Since much of what a manager needs to get done is beyond their individual capabilities, effective networking can often mean the difference between success and failure.

Answer: True

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use networking and social capital to pursue action agendas.

Standard 1 : AACSB || Analytic

65) Through networking, managers build and maintain positive relationships with other people, ideally those whose help might be useful someday in fulfilling their agendas.

Answer: True

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use networking and social capital to pursue action agendas.

Standard 1 : AACSB || Analytic

66) Global sourcing involves contracting for work to be performed in other countries.

Answer: True

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Globalization and job migration have changed the world of work.

Standard 1 : AACSB || Analytic

67) Although it can be difficult to think about our own personal weaknesses, all great leaders have a well-developed sense of their personal weak points.

Ans: True

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Globalization and job migration have changed the world of work.

Standard 1 : AACSB || Analytic

Question type: Text Entry

68) \_\_\_ are persons who directly supervise, support, and help activate work efforts of others to achieve performance goals.

Answer: Managers

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Analytic

69) \_\_\_ managers oversee the work of large departments or divisions consisting of several smaller teams.

Answer: Middle

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Analytic

70) The board of directors in a business organization is elected by the \_\_\_.

Answer: stockholders

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Organizations have different types and levels of managers.

Standard 1 : AACSB || Analytic

71) \_\_\_ describes the requirement of one person to answer to a higher authority for performance achieved in their area of responsibility.

Answer: Accountability

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Accountability is a foundation of managerial performance.

Standard 1 : AACSB || Analytic

72) A manager is held accountable by \_\_\_\_ and is dependent upon his or her \_\_\_\_.

Answer 1: upper or top management  
Answer 2: subordinates or employees

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Accountability is a foundation of managerial performance.

Standard 1 : AACSB || Analytic

73) The \_\_\_\_ view of organizations puts customers at the top and being served by nonmanagerial workers who are supported by team leaders and higher-level managers.

Answer: upside-down pyramid

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand what it means to be a manager.

Section Reference 1: Managers act as coaches, coordinators, and supporters.

Standard 1 : AACSB || Analytic

74) \_\_\_\_ involves building and maintaining positive relationships with other people.

Answer: Networking

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use networking and social capital to pursue action agendas.

Standard 1 : AACSB || Analytic

75) The four key functions of management are \_\_\_\_, \_\_\_\_, \_\_\_\_, and \_\_\_\_.

Answer 1: planning  
Answer 2: organizing  
Answer 3: leading  
Answer 4: controlling

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers plan, organize, lead, and control.

Standard 1 : AACSB || Analytic



76) Managers identify clear action priorities through \_\_\_\_.

Answer: agenda setting

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use networking and social capital to pursue action agendas.

Standard 1 : AACSB || Analytic

77) Katz argues that managers need three essential skill sets to be successful, including \_\_\_\_, \_\_\_\_, and \_\_\_\_ skills.

Answer 1: technical

Answer 2: human

Answer 3: conceptual

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use technical, human, and conceptual skills.

Standard 1 : AACSB || Analytic

78) One approach to evaluating the human skills of managers is to look at their level of \_\_\_\_.

Answer: emotional intelligence

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use technical, human, and conceptual skills.

Standard 1 : AACSB || Analytic

79) \_\_\_\_ skills gain in importance with the levels of responsibility.

Answer: Conceptual

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use technical, human, and conceptual skills.

Standard 1 : AACSB || Analytic

80) \_\_\_ is the continuous learning from daily experiences.

Answer: Lifelong learning

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers should learn from experience.

Standard 1 : AACSB || Analytic

81) \_\_\_ is a code of moral principles that sets standards of conduct for what is “good” and “right” as opposed to “bad” or “wrong.”

Answer: Ethics

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Failures of ethics and corporate governance are troublesome.

Standard 1 : AACSB || Analytic

82) An embedded prejudice that is largely unconscious and that results in the discriminatory treatment of others refers to \_\_\_\_\_.

Answer: implicit bias

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Failures of ethics and corporate governance are troublesome.

Standard 1 : AACSB || Analytic

83) \_\_\_\_\_ use their minds and intellects as critical assets to employers.

Answer: Knowledge workers

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Failures of ethics and corporate governance are troublesome.

Standard 1 : AACSB || Analytic

84) \_\_\_ is the ability to understand oneself, exercise initiative, accept responsibility, and learn

from experience.

Answer: Self-management

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Self-management skills are essential for career success.

Standard 1 : AACSB || Analytic

85) The combination of skills, competencies, aspirations, and goals that can move you forward with a successful career, even in a rapidly changing environment refers to \_\_\_\_\_.

Answer: personal career readiness

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Self-management skills are essential for career success.

Standard 1 : AACSB || Analytic

86) \_\_\_\_\_ identifies individual strengths and weaknesses, as well as environmental opportunities and threats.

Answer: SWOT analysis

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Self-management skills are essential for career success.

Standard 1 : AACSB || Analytic

Question type: Essay

87) Why is a managerial position so challenging?

Answer:

Bloomcode: Evaluation

Difficulty: Hard

Learning Objective 1: Understand what it means to be a manager.

Learning Objective 2: Know what managers do and what skills they use.

Section Reference 1: Organizations have different types and levels of managers.

Section Reference 2: Accountability is a foundation of managerial performance.

Section Reference 3: Managers perform informational, interpersonal, and decisional roles.

Section Reference 4: Managers can and should learn from experience.

Standard 1 : AACSB || Reflective Thinking

Solution: Managers have to work through other people to accomplish work. In addition, the environment in which they work is changing, accountability is increasing, and the pace of work is hectic. Added to this, the work being done is critical to society.

88) Name the four steps in the management process and define each of them.

Answer:

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers plan, organize, lead, and control.

Standard 1 : AACSB || Analytic

Solution: The four steps in the management process are planning, organizing, leading, and controlling. Planning involves setting performance objectives and the strategies for meeting them. Organizing involves arranging tasks and assigning the responsibilities and other resources required to complete them. Leading includes inspiring and motivating employees who must do the work. Controlling involves measuring performance and taking necessary corrective actions.

89) Name the three types of skills that managers need and define each of them.

Answer:

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers use technical, human, and conceptual skills.

Standard 1 : AACSB || Analytic

Solution: The skills that managers need are conceptual, human, and technical. Conceptual skills include analytical decision making and integrative problem solving. Human skills are interpersonal skills and include the ability to communicate and work well with others. Technical skills are the professional skills necessary to effectively and efficiently perform a task.

90) Describe how managers actually get things done utilizing Mintzberg's three sets of roles that he believed all good managers enact successfully. Provide an example of each.

Answer:

Bloomcode: Comprehension

Difficulty: Easy

Learning Objective 1: Know what managers do and what skills they use.

Section Reference 1: Managers perform informational, interpersonal, and decisional roles.

Standard 1 : AACSB || Analytic

Solution: Henry Mintzberg identified three sets of roles that he believed all good managers enact successfully. These are the informational, interpersonal, and decisional roles. A manager's informational roles focus on the giving, receiving, and analyzing of information. The interpersonal roles reflect interactions with people inside and outside the work unit. The decisional roles involve using information to make decisions to solve problems or address opportunities. It is through performing all of these roles, so to speak, that managers fulfill their planning, organizing, leading, and controlling responsibilities. Student examples will vary.

91) Describe Charles Handy's shamrock organization. Provide an example of each leaf.

Answer:

Bloomcode: Comprehension

Difficulty: Easy

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Diversity and discrimination are continuing social priorities.

Standard 1 : AACSB || Analytic

Solution: British scholar and consultant Charles Handy uses the analogy of the shamrock organization to describe the implications as more workers shift to contract rather than full-time employment. Each leaf in the shamrock organization represents a different group of workers. The first leaf is a core group of permanent, full-time employees with critical skills, who follow standard career paths. The second leaf consists of workers hired as freelancers and independent contractors. They provide organizations with specialized skills and talents for specific projects and then change employers when projects are completed. An increasing number of jobs in the new economy fall into this category. Some call this a time of "giganomics," where even well-trained professionals make their livings moving from one "gig" to the next, instead of holding a traditional full-time job. The third leaf is a group of temporary part-timers. Their hours of work increase or decrease as the needs of the business rise or fall. They often work without benefits and are the first to lose their jobs when an employer runs into economic difficulties.

92) Do you support the recent practice of firms reshoring jobs? Give reasons in support of your answer.

Answer:

Bloomcode: Evaluation

Difficulty: Hard

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Globalization and job migration have changed the world of work.

Standard 1 : AACSB || Reflective Thinking

Solution: Student answers will vary.

93) As a manager of an organization, how would you enhance your personal brand?

Answer:

Bloomcode: Evaluation

Difficulty: Hard

Learning Objective 1: Recognize important career issues in the workplace.

Section Reference 1: Self-management skills are essential for career success.

Standard 1 : AACSB || Reflective Thinking

Solution: Student answers will vary.