Management 16th edition Schermerhorn Test Bank

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Package Title: Ch01 Testbank
Course Title: Schermerhorn, Management 16e
Chapter Number: 01 Careers, Management, and Managers

Question type: True/False

1. Career readiness is a set of skills, competencies, aspirations, and goals that help advance career success even in a rapidly changing environment.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

2. Cross-skilling means continually updating your skills to keep them aligned with emerging job markets and new ways of working.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

3. Upskilling means continually updating your skills to keep them aligned with emerging job markets and new ways of working.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

4. Transferable skills apply across job types and occupations.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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5. Career readiness is a one-time, one-and-done task that you achieve by earning a college degree.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

6. Ones's success—in a career and in life—will require self-awareness, resilience, and continuous improvement.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

7. At the organization level, intellectual capital is the collective brainpower and shared knowledge of a workforce.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

8. Intellectual Capital transforms human creativity, insight, and decision-making into organizational performance.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

9. At the level of the individual, intellectual capital is a package of intellect, experience, skills, and capabilities that make someone valuable to an employer.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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10. Intellectual capital is the sum of competency and commitment.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

11. Intellectual capital equals competency multiplied by commitment.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

12. Competency represents one's talents or job-relevant capabilities.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

13. Commitment represents how hard one works to apply talents and capabilities to important tasks.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

14. Commitment represents one's talents or job-relevant capabilities.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

15. A knowledge worker is a person whose physical capabilities are the most critical assets.

Answer: False
Learning Objective: 1.1
Difficulty: Easy

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AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

16. A knowledge worker is a person whose creativity and insight are the most critical assets.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

17. A smart workforce has members who have both technical and human skills; they are good at working to solve ever changing problems.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

18. A smart workforce focuses on human skills such as groupthink.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

19. We are entering the third industrial age where the cloud, mobile Internet, automation and robotics, and artificial intelligence are driving forces of change.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Information technology
Bloom's Taxonomy: Knowledge

20. We are entering the fifth industrial age where the cloud, mobile Internet, automation and robotics, and artificial intelligence are driving forces of change.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Information technology
Bloom's Taxonomy: Knowledge

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21. We are entering the fourth industrial age where disruptive technologies—artificial intelligence, the Internet of Things, automation and robotics, supercomputing, and more are driving forces of change.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Information technology
Bloom's Taxonomy: Knowledge

22. High tech IQ is the ability to use technology and commitment to stay informed about the latest technological developments.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Information technology
Bloom's Taxonomy: Knowledge

23. Ethics is a code of moral principles that sets standards for conduct that is "good" and "right" versus "bad" and "wrong.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

24. In his book The Transparent Leader, Herb Baum argues that integrity is a key to leadership success and that an organization's ethical tone starts at the bottom.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

25. Managers display ethical leadership when they communicate, model, and reinforce high ethical standards of behavior.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

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26. One indicator of the ethics culture and leadership of an organization is the strength of its high Tech IQ.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

27. One indicator of the ethics culture and leadership of an organization is the strength of corporate governance.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

28. Governance provides active oversight of top management decisions, corporate strategy, and financial reporting by an organization's governing board.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

29. Implicit bias is an embedded prejudice that you aren't aware you have and that can affect your decisions and behaviors in ways that you don't realize.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

30. Research has shown that women and people of color can suffer bias in hiring decisions and that they are still underrepresented across levels of management.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Diverse and multicultural work environments
Bloom's Taxonomy: Knowledge

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31. Diversity bias begins with inclusion.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

32. Diversity bias still exists in the U.S. despite laws that prohibit the use of demographic characteristics when employers make decisions on hiring, promotion, and firing.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

33. Discrimination often becomes active prejudice when minority members are treated unfairly and are denied full membership benefits in communities, social groups, and organizations.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

34. Prejudice often becomes active discrimination when minority members are treated unfairly and are denied full membership benefits in communities, social groups, and organizations.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

35. The glass ceiling is the invisible barrier that blocks members of diverse populations from advancing to high levels of responsibility.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

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36. Fortunately, glass ceilings no longer exist for members of diverse populations in the U.S.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

37. The class ceiling applies to people who grew up poor or underprivileged.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

38. The leaky pipeline problem means talented workers drop out of upward career paths due to discrimination that they face.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

39. Implicit bias is a conscious bias towards women or minorities.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

40. Implicit bias is an unconscious bias that affect decisions and behaviors in ways that are unrealized.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

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41. Reverse discrimination occurs when obstacles cause women to drop out of upward career paths.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

42. Critics of DEI claim its initiatives overlook merit, invest in unproven anti-bias training, and promote divisiveness.

Answer: True
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

43. Self-management is your skill set, reputation, integrity, and career potential as seen through the eyes of others

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

44. Moving away from "where you want to be" to "who you are" is what an understanding of opportunities and threats is all about.

Answer: False
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

45. All organizations are open systems that interact with their environments.

Answer: True
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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46. Performance effectiveness is defined as the quantity and quality of outputs relative to the cost of inputs.

Answer: False
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

47. Any inefficiency in an organization reduces the cost of production.

Answer: False
Learning Objective: 1.2
Difficulty: Medium
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

48. Performance efficiency is an output measure of resource cost associated with goal accomplishment.

Answer: False
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

49. Productivity is achieved when performance goals are achieved, and resources aren't wasted in the process.

Answer: True
Learning Objective: 1.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

50. A manager is a person who supports, leads, and activates the work of others.

Answer: True
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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51. Middle managers are in charge of overseeing the overall operations of an organization.

Answer: False
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

52. The top managers of an organization constitute an executive team that is not accountable to any higher authority in the organization.

Answer: False
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

53. Top managers are supposed to set strategy and lead an organization consistent with its purpose and mission.

Answer: True
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

54. Typical job titles for middle managers include department head, team leader, and supervisor.

Answer: False
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

55. At the level above team leader, we find middle managers in charge of relatively large departments or divisions consisting of several work units or teams headed by first-line managers.

Answer: True
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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56. Accountability flows downward in organizations.

Answer: False
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

57. Effective managers successfully help others achieve both high performance and satisfaction in their work.

Answer: True
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

58. The upside-down pyramid view of organizations shows customers at the bottom being served by team leaders who are supported by frontline workers.

Answer: False
Learning Objective: 1.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

59. The top managers are primarily responsible for all the four management functions, and the other managers are in charge of any one of the functions.

Answer: False
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

60. Through controlling, a manager identifies desired results and ways to achieve them.

Answer: False
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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61. In the management process, if the planning is impeccable, then there is no need for controlling.

Answer: False
Learning Objective: 1.3
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

62. According to Mintzberg, a manager's informational roles are limited to being a figurehead.

Answer: False
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

63. According to Mintzberg, monitoring is a decisional role.

Answer: False
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

64. Through agenda setting, good managers develop action priorities that include goals and plans spanning long and short time frames.

Answer: True
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

65. Social capital is the belief that everyone deserves to be treated fairly, with dignity, and with respect for human rights.

Answer: False
Learning Objective: 1.3
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

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66. Learning begins with self-awareness, having a real, unbiased understanding of one's strengths and weaknesses.

Answer: True
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

67. The key to career success is lifelong learning where we continually learn from daily experiences.

Answer: True
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

68. A technical skill is the ability to use a special proficiency or expertise to perform useful tasks.

Answer: True
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

69. Human skills refer to the capacity to break problems into smaller parts, see relationships between the parts, and recognize the implications of any one problem for others.

Answer: False
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

70. A person high in emotional intelligence does not usually sense when another person's emotions are negatively influencing a relationship.

Answer: False
Learning Objective: 1.3
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

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Question type: Multiple Choice

71. _____ are/is a set of skills, competencies, aspirations, and goals that help advance career success even in a rapidly changing environment.
A. Analytics
B. Career readiness
C. Management
D. Transferable skills
E. Upskilling

Answer: B
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

72. _____ means continually updating career skills to keep them aligned with emerging job markets and new ways of working.
A. Analytics
B. Career readiness
C. Management
D. Transferable skills
E. Upskilling

Answer: E
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

73. _____ is the collective brainpower or shared knowledge of a workforce that can be used to create value.
A. Social capital
B. Intellectual capital
C. Workforce diversity
D. Productivity
E. Competency

Answer: B
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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74. The intellectual capital equation states: Intellectual Capital =
A. Competency × Commitment
B. Competency ÷ Commitment
C. Knowledge × Concept
D. Knowledge ÷ Concept
E. Intellect × Talent

Answer: A
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

75. _____ represents one's personal talents or job-related capabilities.
A. Intellect
B. Productivity
C. Commitment
D. Effectiveness
E. Competency

Answer: E
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

76. _____ represents one's willingness to work hard in applying one's capabilities to important tasks.
A. Intellect
B. Productivity
C. Commitment
D. Effectiveness
E. Competency

Answer: C
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

77. Which of the following is a defining characteristic of knowledge workers?
A. They work only in the information technology industry.
B. They have a high degree of cohesiveness and focus on developing groupthink.
C. They are valued for their creative minds.
D. They are grouped together for a specific purpose and are disbanded when their task is completed.

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E. They are part of an unofficial group emerging from relationships and shared interests among members.

Answer: C
Learning Objective: 1.1
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

78. The driving forces of change in the _____ industrial age include artificial intelligence, the Internet of Things, automation and robotics, and supercomputing.
A. first
B. second
C. third
D. fourth
E. fifth

Answer: D
Learning Objective: 1.1
Difficulty: Easy
AACSB: Information technology
Bloom's Taxonomy: Knowledge

79. _____ is the ability to use technology and to stay updated as technology continues to evolve.
A. Analytical competency
B. Career readiness
C. High tech IQ
D. Self-management
E. Upskilling

Answer: C
Learning Objective: 1.1
Difficulty: Easy
AACSB: Information technology
Bloom's Taxonomy: Knowledge

80. _____ is the ability to evaluate, analyze, and interpret information to make good decisions and solve problems.
A. Analytical competency
B. Career readiness
C. High tech IQ
D. Self-management
E. Upskilling

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Answer: A
Learning Objective: 1.1
Difficulty: Easy
AACSB: Information technology
Bloom's Taxonomy: Knowledge

81. _____ is a code of moral principles that sets standards for conduct that is "good" and "right" versus "bad" and "wrong."
A. Ethics
B. Governance
C. The glass ceiling
D. Analytical competency
E. AIQ

Answer: A
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

82. Managers display _____ when they communicate, model, and reinforce high ethical standards of behavior.
A. ethical leadership
B. Corporate governance
C. the glass ceiling
D. analytical competency
E. AIQ

Answer: A
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

83. Which of these refers to the active oversight of management decisions and performance by an organization's governing board?
A. Ethical leadership
B. Corporate governance
C. The glass ceiling
D. Analytical competency
E. AIQ

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Answer: B
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

84. _____ occurs when someone or some group is treated unfairly.
A. The diversity dividend
B. Discrimination
C. The glass ceiling
D. AIQ
E. Workforce diversity

Answer: B
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

85. _____ is an invisible barrier that prevents women and minorities from advancing to high levels of responsibility.
A. The diversity dividend
B. Discrimination
C. The glass ceiling
D. Prejudice
E. Workforce diversity

Answer: C
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

86. _____ refers to the holding of negative, irrational attitudes regarding people who are different.
A. The diversity dividend
B. Discrimination
C. The glass ceiling
D. Prejudice
E. Workforce diversity

Answer: D
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

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87. _____ is/are prejudices people are unaware that they have.
A. The diversity dividend
B. Discrimination
C. The glass ceiling
D. Implicit biases
E. Workforce diversity

Answer: D
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

88. _____ occurs when members of majority groups experience workplace discrimination.
A. The diversity dividend
B. Reverse discrimination
C. The glass ceiling
D. Implicit biases
E. Workforce diversity

Answer: B
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

89. _____ is a commitment to fairness where everyone is given an equal chance to perform and achieve to the best of their abilities.
A. Inclusion
B. Specialized bias
C. Cross-functional ceiling
D. Self-managed pipeline
E. AIQ

Answer: A
Learning Objective: 1.1
Difficulty: Easy
AACSB: Information technology
Bloom's Taxonomy: Knowledge

90. Which of the following is defined as a code of moral principles that sets standards for what is "good" and "right" as opposed to "bad" and "wrong" in the conduct of a person or group?
A. Synergy
B. Ethics
C. Behavior

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D. Cohesiveness
E. Individualism

Answer: B
Learning Objective: 1.1
Difficulty: Easy
AACSB: Ethical understanding and reasoning
Bloom's Taxonomy: Knowledge

91. Jonas, an employee of Pluto Inc., thinks that business leaders should "be white." Due to this, he holds a grudge against his manager, Asera, who is an Asian. Jonas often displays defiant behavior at the workplace. His behavior is an example of _____.
A. prejudice
B. whistleblowing
C. subordination
D. harassment
E. bullying

Answer: A
Learning Objective: 1.1
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

92. If Justin is displaying negative, irrational attitudes toward members of diverse populations, he is exhibiting which of these?
A. Job dissatisfaction
B. Subordination
C. Intimidation
D. Whistleblowing
E. Prejudice

Answer: E
Learning Objective: 1.1
Difficulty: Moderate
AACSB: Diverse and multicultural work environments
Bloom's Taxonomy: Application

93. Rachel routinely treats two Asian employees, Jahan and Rohan, unfairly. Rachel is engaging in which of these?
A. Discrimination
B. Subordination
C. Glass ceiling
D. Class ceiling
E. Social loafing

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Answer: A
Learning Objective: 1.1
Difficulty: Moderate
AACSB: Diverse and multicultural work environments
Bloom's Taxonomy: Application

94. At ABC Toolworks, women routinely face an invisible barrier limiting career advancement. This is an example of _____.
A. ecological fallacy
B. masculinity-femininity
C. job migration
D. nationalization
E. glass ceiling

Answer: E
Learning Objective: 1.1
Difficulty: Moderate
AACSB: Diverse and multicultural work environments
Bloom's Taxonomy: Application

95. Nicola is the most qualified candidate for the job of marketing manager at Lean Inc. However, the recruiters do not hire her because they feel that a woman would not be able to handle the responsibilities associated with such a senior position. This is an example of the _____ effect.
A. ecological fallacy
B. globalization
C. job migration
D. glass ceiling
E. nationalization

Answer: D
Learning Objective: 1.1
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

96. Which of the following statements holds true for the term self-management?
A. It is a skill that involves being able to recognize one's own strengths.
B. This skill involves ignoring one's own shortcomings.
C. It is a skill that involves taking help from others for assessing oneself realistically.
D. It involves hiring managers to help improve one's personal development.
E. This skill does not require one to be responsible for his or her actions.

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Answer: A
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

97. A(n) _____ is a skill portfolio and reputation as seen through the eyes of others.
A. ad hoc team
B. combined task force
C. personal brand
D. shamrock organization
E. transferable skill

Answer: C
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

98. "S" stands for which of these in SWOT analysis?
A. Strategy
B. Self-management
C. Strength
D. Soft skills
E. Self-awareness

Answer: C
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

99. "T" stands for _____ in SWOT analysis.
A. transferable skills
B. thinking critically
C. threats
D. technology
E. tech IQ

Answer: C
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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100. "O" stands for _____ in SWOT analysis.
A. opportunities
B. options
C. organization
D. open system
E. organizing

Answer: A
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

101. "W" stands for _____ in SWOT analysis.
A. work life
B. work
C. weaknesses
D. workforce
E. workers

Answer: C
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

102. Vihaan, a salesman at a retail store, is a quick learner and knows how to handle customers. He could become an assistant manager if he wasn't reluctant to take on more responsibility and eager to get off work soon. Which of the following skills does Vihaan lack, for his career advancement?
A. Competence
B. Commitment
C. Knowledge
D. Aptitude
E. Analytical

Answer: B
Learning Objective: 1.1
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

103. Glenn refused to promote Carmelia to the position of a global manager because she belonged to a minority community. He was of the opinion that her ethnic identity would limit her from working effectively and that it would make the company's clients uncomfortable. Which attitude has Glenn displayed in his decision?

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A. Discrimination
B. Favoritism
C. Opportunism
D. Autocracy
E. Incompetency

Answer: A
Learning Objective: 1.1
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

104. Which of the following is a typical characteristic of an open system?
A. It is an organization that is convened for a specific purpose and disbands when its task is completed.
B. It is a system where each member has the authority to make decisions about how they share and complete their work.
C. It is the system where communication flows only between individual members and a hub.
D. It is the system in which subgroups have limited communication with one another.
E. It is a system that interacts with its environment and transforms resource inputs into goods and services for customers.

Answer: E
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

105. _____ is achieved when performance goals are achieved and resources aren't wasted in the process.
A. Commitment
B. Productivity
C. Competency
D. Performance efficiency
E. Tech IQ

Answer: B
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

106. The annual productivity report of Papyrus Inc. states that it has achieved the targets it had set for the year 2025. However, in this process, much of its resources have been wasted, and the amount spent on resources is more than the estimated amount. Its productivity has been:
A. effective and efficient.

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B. neither effective nor efficient.
C. not effective but efficient.
D. effective but not efficient.
E. stagnant in terms of efficiency and effectiveness.

Answer: D
Learning Objective: 1.2
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

107. The productivity of a company is neither efficient nor effective when its:
A. goals are not achieved and resources are wasted.
B. goals are achieved and resources are not wasted.
C. goals are achieved but resources are wasted.
D. performance effectiveness is high.
E. goals are not achieved but resources are not wasted.

Answer: A
Learning Objective: 1.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

108. The productivity of a company is effective and efficient if its:
A. goals are not achieved and resources are wasted.
B. goals are achieved and resources are not wasted.
C. goals are achieved but resources are wasted.
D. performance effectiveness is low.
E. goals are not achieved but resources are not wasted.

Answer: B
Learning Objective: 1.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

109. _____ is an output measure of task or goal accomplishment.
A. Job satisfaction
B. Competency
C. Performance effectiveness
D. Performance efficiency
E. Tech IQ

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Answer: C
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

110. The difference between performance effectiveness and performance efficiency is that the:
A. former is an output measure of goal accomplishment and the latter is an input measure of the resource costs associated with goal accomplishment.
B. former focuses on resource utilization and the latter focuses on the quantity and quality of work performance.
C. former emphasizes a machine working well, while the latter emphasizes human capital.
D. former emphasizes the performance of the team as a whole and the latter emphasizes the performance of the individual employees.
E. former leads to a decrease in customer satisfaction, while the latter reduces productivity.

Answer: A
Learning Objective: 1.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

111. Mathilda, who works for an insurance company, has the capacity to sell fifteen insurance policies a day. However, she sells only five insurance policies a day. This is a typical example of _____.
A. information asymmetry
B. the glass ceiling effect
C. inefficiency
D. an ecological fallacy
E. the functional chimneys problem

Answer: C
Learning Objective: 1.2
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

112. _____ is an input measure of the resource costs associated with goal accomplishment.
A. Productivity
B. Profit
C. Performance effectiveness
D. Performance efficiency
E. Revenue

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Answer: D
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

113. In nonprofit organizations such as a hospital or university, top managers report to a _____.
A. team leader
B. board of trustees
C. middle manager
D. chief executive officer
E. department head

Answer: B
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

114. Who elects the members of the board of directors?
A. Top managers
B. Stockholders
C. Middle managers
D. First-line managers
E. Senior staff

Answer: B
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

115. To which of the following categories does the chief financial officer (CFO) of an organization typically belong?
A. Board of directors
B. Middle managers
C. First-line managers
D. Top managers
E. Board of trustees

Answer: D
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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116. The chief information officer (CIO) of an organization belongs to the category of _____.
A. board of directors
B. middle managers
C. first-line managers
D. top managers
E. board of trustees

Answer: D
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

117. Clinic directors in hospitals, deans in universities, and division managers in businesses belong to the category of _____.
A. board of directors
B. middle managers
C. first-line managers
D. top managers
E. board of trustees

Answer: B
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

118. _____ are in charge of guiding the performance of an organization as a whole or of one of its major parts.
A. Top managers
B. Board of directors
C. Middle managers
D. First-line managers
E. Board of trustees

Answer: A
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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119. The middle managers of an organization:
A. are in charge of the organization as a whole.
B. are appointed by the stockholders of an organization.
C. oversee the work of large departments.
D. hold titles such as department head, team leader, or supervisor.
E. constitute an executive team that reports to the board.

Answer: C
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

120. Team leaders ideally report to the _____.
A. top managers
B. board of directors
C. board of trustees
D. first-line managers
E. middle managers

Answer: E
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

121. _____ supervise nonmanagerial workers.
A. First-line managers
B. Board directors
C. Top managers
D. Middle managers
E. Trustees

Answer: A
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

122. Kenneth is the sales manager of a firm and his responsibility is limited to the sphere of marketing. Kenneth's job profile indicates that he is a _____ of the firm.
A. director
B. general manager
C. trustee
D. stockholder
E. first-line manager

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Answer: E
Learning Objective: 1.2
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

123. Celeste oversees all the operations of a firm, from purchasing to manufacturing to human resources to finance and accounting functions. Celeste is a _____ of the firm.
A. top manager
B. first-line manager
C. functional manager
D. team leader
E. director

Answer: A
Learning Objective: 1.2
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

124. Top managers should _____.
A. run operations
B. be technical specialists
C. set strategy
D. coordinate across departments
E. pursue action plans

Answer: C
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

125. _____ is the requirement that one person is required to answer to a higher authority for performance achieved.
A. Productivity
B. Competency
C. Performance effectiveness
D. Accountability
E. Performance efficiency

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Answer: D
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

126. _____ help others achieve high performance and satisfaction in their work.
A. Effective managers
B. Efficient managers
C. Effective boards
D. Efficient boards
E. Efficient stockholders

Answer: A
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

127. _____ is the overall quality of human experiences in the workplace.
A. Productivity
B. Competency
C. Performance effectiveness
D. Quality of work life
E. Performance efficiency

Answer: D
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

128. The upside-down pyramid view of organizations shows:
A. managers at the top being in charge of the overall operations of the organization.
B. customers at the top being served by workers who are supported by managers.
C. that board of directors can hold top management accountable for organizational performance.
D. that operating and frontline workers are at the bottom of the pyramid followed by the middle managers.
E. that the primary job of top executives is to preserve the resources of the company.

Answer: B
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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129. Sibi, a trainee with an event management firm, was asked to coordinate the designing, production, and installment of banners and posters for an upcoming project. He was assigned a particular amount of money for this purpose. Sibi completed the job in time but exhausted his resources. He made a request for additional funds to make the remaining payments to the vendors. In which of the following ways can Sibi's performance be categorized?
A. Effective but not efficient
B. Effective and efficient
C. Neither effective nor efficient
D. Not effective but efficient
E. Essential but not effective

Answer: A
Learning Objective: 1.2
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

130. Dawn works in a private firm and manages the accounts department with a team of four junior accountants. In this scenario, Dawn be categorized as a _____.
A. top manager
B. boundary spanner
C. first-line manager
D. general manager
E. nonmanagerial worker

Answer: C
Learning Objective: 1.2
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

131. Bumblebee is a toy manufacturing company. Though the company has been effective in managing its resources without any wastage, its productivity efficiency report shows a decrease in the year 2024 when compared to the previous year. This outcome indicates that its productivity is _____.
A. efficient but not effective
B. neither effective nor efficient
C. effective and efficient
D. effective but not efficient
E. stagnant

Answer: A
Learning Objective: 1.2
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

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132. Jadyn has been promoted to one of the top managerial positions in his company. He needs to set new goals and missions for his team. Which of the following functions will Jadyn ideally carry out in his new capacity?
A. Make decisions regardless of a difference of opinion with his superiors
B. Be attentive to any potential long-run problems and opportunities
C. Take control of divisions consisting of several smaller work units
D. Reduce the quality and quantity of inputs to increase the outputs
E. Take charge of a small work group composed of non-managerial workers

Answer: B
Learning Objective: 1.2
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

133. _____ is the process of building and maintaining positive relationships with people whose help they need to get things done.
A. Commitment
B. Self-management
C. Networking
D. Performance efficiency
E. Job migration

Answer: C
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

134. Which of the following is typically the first step of the management process?
A. Organizing
B. Analyzing
C. Leading
D. Controlling
E. Planning

Answer: E
Learning Objective: 1.3
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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135. In the context of the management process, _____ is the process of setting performance objectives and determining what should be done to accomplish them.
A. organizing
B. inspiring
C. leading
D. planning
E. controlling

Answer: D
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

136. In the context of the management process, organizing is the process of:
A. setting objectives and determining what should be done to accomplish them.
B. assigning tasks, allocating resources, and coordinating work activities.
C. preparing team members to achieve closure and take corrective action as needed.
D. measuring performance and taking action to ensure desired results.
E. motivating team members to increase team cohesiveness to ensure the occurrence of groupthink.

Answer: B
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

137. In the context of the management process, leading primarily involves:
A. setting objectives and determining what should be done to accomplish them.
B. assigning tasks, allocating resources, and coordinating work activities.
C. arousing enthusiasm and inspiring efforts to achieve goals.
D. preparing team members to achieve closure and take corrective action as needed.
E. developing action priorities for accomplishing goals and plans.

Answer: C
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

138. In the context of the management process, which of the following best describes the process of controlling?
A. It is the process of setting objectives and determining what should be done to accomplish them.
B. It is the process of assigning tasks, allocating resources, and coordinating work activities.

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C. It is the process of arousing enthusiasm and inspiring efforts to achieve goals.
D. It is the process of measuring performance and taking action to ensure desired results.
E. It is the process of developing action priorities for accomplishing goals and plans.

Answer: D
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

139. According to Mintzberg, a manager's informational roles involve being a(n) _____.
A. leader
B. disturbance handler
C. disseminator
D. entrepreneur
E. resource allocator

Answer: C
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

140. According to Mintzberg, a manager's informational roles involve being a(n) _____.
A. spokesperson
B. entrepreneur
C. leader
D. disturbance handler
E. resource allocator

Answer: A
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

141. According to Mintzberg, a manager's informational roles involve being a(n) _____.
A. leader
B. disturbance handler
C. entrepreneur
D. resource allocator
E. monitor

Answer: E
Learning Objective: 1.3
Difficulty: Easy

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AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

142. According to Mintzberg, a manager's decisional roles involve being a(n) _____.
A. leader
B. monitor
C. disseminator
D. entrepreneur
E. spokesperson

Answer: D
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

143. According to Mintzberg, a manager's decisional roles involve being a(n) _____.
A. leader
B. monitor
C. disseminator
D. spokesperson
E. resource allocator

Answer: E
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

144. According to Mintzberg, a manager's decisional roles involve being a(n) _____.
A. leader
B. disturbance handler
C. disseminator
D. figurehead
E. liaison

Answer: B
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

145. According to Mintzberg, a manager's interpersonal roles involve being a(n) _____.
A. leader
B. disturbance handler
C. disseminator

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D. resource allocator
E. monitor

Answer: A
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

146. According to Mintzberg, a manager's interpersonal roles involve being a(n) _____.
A. spokesperson
B. disturbance handler
C. disseminator
D. figurehead
E. negotiator

Answer: D
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

147. According to Mintzberg, a manager's interpersonal roles involve being a(n) _____.
A. entrepreneur
B. disturbance handler
C. disseminator
D. spokesperson
E. liaison

Answer: E
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

148. According to Mintzberg, the interpersonal roles of a manager primarily involve:
A. the giving, receiving, and analyzing of information.
B. providing direction and instilling enthusiasm.
C. handling budgets and distributing resources.
D. making deals and forging agreements.
E. interacting with people inside and outside the work unit.

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Answer: E
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

149. Being an entrepreneur, disturbance handler, resource allocator, and negotiator are part of the _____ roles of a manager.
A. decisional
B. informational
C. interpersonal
D. monitoring
E. allocation

Answer: A
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

150. _____ primarily involves developing action priorities for accomplishing goals and plans.
A. Organizing
B. Agenda setting
C. Capitalizing
D. Information scanning
E. Controlling

Answer: B
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

151. The process of creating positive relationships with people who can help advance agendas is referred to as _____.
A. organizing
B. networking
C. capitalizing
D. allocating
E. controlling

Answer: B
Learning Objective: 1.3
Difficulty: Easy
AACSB: Written and oral communication
Bloom's Taxonomy: Knowledge

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152. Which of the following best describes social capital?
A. It is a unique form of ethical entrepreneurship that seeks novel ways to solve pressing social problems.
B. It is the ability to manage ourselves and our relationships effectively.
C. It is a capacity to create positive relationships with people who can help advance agendas.
D. It is the capacity to get things done with the support and help of others.
E. It is the ability to think analytically to diagnose and solve complex problems.

Answer: D
Learning Objective: 1.3
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

153. Which of the following best describes learning?
A. It is a change in behavior that results from experience.
B. It is the capacity to get things done with the support and help of others.
C. It is the process of measuring performance and taking action to ensure desired results.
D. It is the ability to use expertise to perform a task with proficiency.
E. It is the ability to think analytically and achieve integrative problem solving.

Answer: A
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

154. A(n) _____ is the ability to translate knowledge into action that results in desired performance.
A. concept
B. commitment
C. agenda
D. process
E. skill

Answer: E
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

155. _____ means continuously learning from daily experiences.
A. Self-awareness
B. Lifelong learning
C. Upskilling

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D. Learning agility
E. Social networking

Answer: B
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

156. _____ is being curious and always seeking new knowledge, experiences, and skills.
A. Self-awareness
B. Lifelong learning
C. Upskilling
D. Learning agility
E. Social networking

Answer: D
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

157. A technical skill is the ability to:
A. work well in cooperation with other people.
B. focus on the "soft" skills at work.
C. use expertise to perform a task with proficiency.
D. think analytically and diagnose and solve complex problems.
E. manage ourselves and our relationships effectively.

Answer: C
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

158. A prospective employer asks Berta, "What kind of contribution can you make to our company with your knowledge?" The employer is focusing on Berta's _____ skills.
A. human
B. conceptual
C. interpersonal
D. critical thinking
E. technical

Answer: E
Learning Objective: 1.3
Difficulty: Easy

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AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

159. Knowing how to write a business plan, using statistics to analyze data from a market survey, and preparing visual aids for a presentation are part of a manager's _____ skills.
A. peripheral
B. technical
C. human
D. conceptual
E. advanced

Answer: B
Learning Objective: 1.3
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

160. A(n) _____ skill is the ability to think analytically to diagnose and solve complex problems.
A. conceptual
B. human
C. technical
D. kinesthetic
E. interpersonal

Answer: A
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

161. Human skills are also referred to as _____ skills.
A. conceptual
B. soft
C. technical
D. strategic
E. intellectual

Answer: B
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

162. Which of the following is a defining characteristic of a manager with good human skills?
A. Capacity to break problems into smaller parts

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B. Knowing how to write a business plan
C. A high degree of emotional intelligence
D. Expertise at handling budgets and distributing resources
E. Ability to inspire efforts to achieve goals

Answer: C
Learning Objective: 1.3
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

163. A(n) _____ skill precisely refers to the ability to work well in cooperation with other people.
A. conceptual
B. technical
C. emotional
D. human
E. analytical

Answer: D
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

164. _____ is the ability to manage ourselves in social relationships.
A. Conceptual skill
B. Technical skill
C. Tech IQ
D. Emotional intelligence
E. Critical thinking

Answer: D
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

165. As a manager, Bing made sure that her employees' morale was always high by conducting open discussions on projects, initiating programs to help employees deal with various aspects of their lives, and acknowledging the work they were doing. Which of the following functions of management is being executed by Bing?
A. Planning
B. Organizing
C. Controlling
D. Leading

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E. Measuring

Answer: D
Learning Objective: 1.3
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

166. Fang is a software engineer and develops games for Supergamer.com. Which of the following skills is most likely to be used by Fang for fulfilling his job responsibilities?
A. Financial skills
B. Gross motor skills
C. Interpersonal skills
D. Human skills
E. Technical skills

Answer: E
Learning Objective: 1.3
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

167. Pauline, a manager at Woorth Industries, acts as a translator for the company's clients in China because of her fluency in Mandarin. Which of the following roles of a manager is she performing in this scenario?
A. Resource allocator
B. Monitor
C. Spokesperson
D. Leader
E. Disturbance handler

Answer: C
Learning Objective: 1.3
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

168. Hakeem, a marketing manager at Tesron Automobiles, is discussing an automobile concept with the design team, and the discussion quickly turns argumentative. Hakeem, aware of his tendency to get angry very quickly, diffuses the argument by diverting the group's attention to another topic. This scenario illustrates that Hakeem has a high degree of _____.
A. technical skills
B. critical thinking
C. marketing skills
D. emotional intelligence
E. cognitive intelligence

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Answer: D
Learning Objective: 1.3
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

Question type: Text Entry

169. Career ____ is a living portfolio of skills, competencies, aspirations, and goals that can advance your career, even in a rapidly changing environment.

Answer: readiness
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

170. _____ is continually updating skills to keep them aligned with emerging job markets and new ways of working.

Answer: Upskilling
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

171. ____ represents how hard you work to apply your talents and capabilities to important tasks.

Answer: Commitment, Commitments
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

172. Tech ____ is the ability to use technology and to stay updated as technology continues to evolve.

Answer: IQ
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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173. The _____ age uses new and disruptive technologies to drive change in all aspects of our lives.

Answer: fourth industrial
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

174. _____ is the ability to use an ever-expanding variety of artificial intelligence platforms to improve performance.

Answer: AIQ
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

175. _____ is the holding of negative, irrational attitudes regarding people who are different; this becomes active ____ when someone or some group is treated unfairly.

Answer: Prejudice; discrimination
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

176. The _____ ceiling is an advancement barrier faced by persons who grow up poor and underprivileged.

Answer: class
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

177. The _____ problem means talented workers drop out of upward career paths due to the discrimination they face.

Answer: leaking pipeline
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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178. A(n) _____ is a skill portfolio and reputation as seen through the eyes of others.

Answer: personal brand
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

179. "S" in SWOT analysis stands for _____.

Answer: strengths
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

180. "W" in SWOT analysis stands for _____.

Answer: weaknesses
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

181. "O" in SWOT analysis stands for _____.

Answer: opportunities
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

182. "T" in SWOT analysis stands for _____.

Answer: threats
Learning Objective: 1.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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183. A(n) ____ system transforms resource inputs from the environment into product outputs.

Answer: open
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

184. ____ is achieved when performance goals are achieved and resources aren't wasted in the process.

Answer: Productivity
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

185. Performance ____ is an output measure of task or goal accomplishment.

Answer: effectiveness
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

186. Performance efficiency is a(n) ____ measure of resource cost associated with goal accomplishment.

Answer: input, inputs
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

187. ____ managers oversee the work of large departments or divisions.

Answer: Middle
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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188. _____ is the requirement to show performance results to a supervisor.

Answer: Accountability
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

189. The ____ pyramid view of organizations shows customers at the top being served by workers who are supported by managers.

Answer: upside-down, upside down
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

190. ____ is the process of defining and assigning tasks, allocating resources, and providing resource support.

Answer: Organizing
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

191. Controlling is the process of ____ performance and taking action to ensure desired results.

Answer: measuring
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

192. ____ setting develops action priorities for accomplishing goals and plans.

Answer: Agenda
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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193. Social ____ is a capacity to get things done with the support and help of others.

Answer: capital
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

194. Learning ____ is being curious and always seeking new knowledge, experiences, and skills.

Answer: agility
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

195. A(n) ____ skill is the ability to use expertise to perform a task with proficiency.

Answer: technical
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

196. ____ intelligence is the ability to manage our emotions in social relationships.

Answer: Emotional
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

197. ____ analysis identifies individual strengths and weaknesses, as well as environmental opportunities and threats.

Answer: SWOT
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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Question type: Essay

198. Discuss the hierarchical structure of typical business organizations.

Answer: At the highest levels of business organizations, we find the board of directors whose members are elected by stockholders to represent their ownership interests. In nonprofit organizations such as a hospital or university, this level is often called a board of trustees, and it may be elected by local citizens, appointed by government bodies, or invited by existing members.
The top managers including the chief executive officer (CEO), chief operating officer (COO), chief financial officer (CFO), chief information officer (CIO), chief diversity officer (CDO), president, and vice president constitute an executive team that reports to the board and is responsible for the performance of an organization as a whole or for one of its larger parts.
Middle managers report to top managers and are in charge of relatively large departments or divisions consisting of several smaller work units. Examples are clinic directors in hospitals; deans in universities; and division managers, plant managers, and regional sales managers in businesses. Middle managers work with top managers, coordinate with peers, and support lower levels to develop and pursue action plans that implement organizational strategies to accomplish key objectives.
Team leaders report to middle managers and supervise nonmanagerial workers.
Learning Objective: 1.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

199. Briefly explain the four management functions.

Answer: The four functions of management in what is called the management process are—planning, organizing, leading, and controlling.
Planning is the process of setting performance objectives and determining what actions should be taken to accomplish them. Through planning, a manager identifies desired results and ways to achieve them.
Organizing is the process of assigning tasks, allocating resources, and coordinating work activities.
Leading is the process of arousing enthusiasm and inspiring efforts to achieve goals.
Controlling is the process of measuring performance and taking action to ensure desired results.
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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200. Discuss the various roles performed by a manager.

Answer: The managerial roles fall into three categories—informational, interpersonal, and decisional roles.
A manager's informational roles involve the giving, receiving, and analyzing of information. A manager fulfilling these roles will be a monitor, scanning for information; a disseminator, sharing information; and a spokesperson, acting as official communicator. The interpersonal roles involve interactions with people inside and outside the work unit. A manager fulfilling these roles will be a figurehead, modeling and setting forth key principles and policies; a leader, providing direction and instilling enthusiasm; and a liaison, coordinating with others. The decisional roles involve using information to make decisions to solve problems or address opportunities. A manager fulfilling these roles will be a disturbance handler, dealing with problems and conflicts; a resource allocator, handling budgets and distributing resources; a negotiator, making deals and forging agreements; and an entrepreneur, developing new initiatives.
Learning Objective: 1.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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