Question 1

Describe the three essential management skills that differentiate effective managers from ineffective ones.

Selected Answer:

Technical skills - encompass the ability to apply specialized knowledge or expertise. They know your job as well as their own.

Human Skill - The ability to communicate, understand, motivate and support other people, both individually and in groups. They are good with people.

Conceptual skills - They have the mental ability to analyze and diagnose complex situations. They tend to work the problem and not let emotions get in the way.

Correct Answer:

The three essential management skills identified by researchers are technical, human, and conceptual. Technical skills are defined by the ability to apply specialized knowledge or expertise. Human skills are defined by the ability to work with, understand, and motivate other people. Finally, conceptual skills are defined by the ability to analyze and diagnose complex situations.

[Pages: 7-8]

Feedback: [None Given]

Question 2

Describe how globalization affects a manager's people skills

Selected Answer:

In globalization, companies are everywhere in the world and the world is in your stateside company. The university experience I am in right now is a perfect example. Dr. Chapman is from South Africa, Dr. AZ is from Iraq, Dr. You is from China, and Dr. Joshi I believe is from India. I am from Ky. How do we work together?

We each have to understand that we are the same. We are each trying to complete a similar task. I am trying to get a degree, you guys are trying to help me get it in your area of concentration. Communication is the first essential. We must be able to effectively talk. I have to know what you want, you have to be able to understand what I have done.

We also have to understand that we are different. We each have something to offer one another in this experience. I can learn from you, you can in turn learn from me. A little give and take.
I know that this is not a textbook answer, the textbook answer is on page 17 and 18, but I think this is the best answer to this question.

Correct Answer:

Globalization affects a manager's people skills in at least two ways. First, managers are increasingly likely to find themselves on foreign assignments. Once there, they may be managing a work force that is defined by very different needs, aspirations, and attitudes from the workforce back at home. Second, managers are going to find themselves working with superiors, peers, and employees who were born and raised in a different culture. To work effectively with these people, managers will need to understand their culture, how it has shaped them, and how to adapt a management style to these differences.

[Pages 16 – 17]

Feedback: You had 2 right guesses of the the 4.

Dr. Chapman is from Ghana, not South Africa.
Dr. Zargari is from Iran, not Iraq.

Dr. You and Dr. Joshi are the easier ones. You got those right.

Interesting perspective, though.

Question 3 8 out of 8 points

Why are surface-level diversity factors poor indicators of how two employees will work together, and what factors are better indicators for predicting compatibility?

Selected Answer:

Just because two people are black males from the inner city with the same degree, they might not be the a good match to put together. They may be different in their values and personality. People are different at a deep level.

Is one an introvert and the other extrovert? Is one wanting to travel oversees and the other not wanting assignments like that? Is one wanting to marry and settle down, while the other wants to live a bachelors life until they are 35?

To get the most out of people, you have to look hard at long term goals, what they want out of life and how they intend to get there. You may find that on the surface they are completely different( city/country, black/white, male and female, older younger, married/single), but they work well together because long term goals are in place and they both want the same thing.
Surface-level diversity refers to differences in characteristics, such as gender, race, ethnicity, age, or disability, and do not necessarily reflect the ways people think or feel about different diverse groups. Deep-level diversity refers to differences in values, personality, and work preferences that become more important as people get to know one another, and is a better indicator for predicting compatibility.

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Distinguish between Intellectual Abilities and Physical Abilities.

Selected Answer:

Intellectual abilities are the abilities needed to perform mental activities, thinking, reasoning, and problem solving.

Physical abilities are the abilities to actually do the job. Dynamic strength, trunk strength, static strength, explosive strength, extent flexibility, dynamic flexibility, body coordination, balance and stamina are the factors considered when assessing physical abilities.

Correct Answer:

**Intellectual abilities:** number aptitude—ability to do speedy and accurate arithmetic, verbal comprehension—ability to understand what is read or heard and the relationship of words to each other, perceptual speed—ability to identify visual similarities and differences quickly and accurately, memory—ability to retain and recall past experiences.

**Physical abilities:** dynamic strength—ability to exert muscular force repeatedly or continuously over time, trunk strength—ability to exert muscular strength using the trunk (particularly abdominal) muscles, static strength—ability to exert force against external objects, explosive strength—ability to expend a maximum of energy in one or a series of explosive acts.

[Pages: 52-54]
PsyCap is defined as “An individual’s positive psychological state of development that is characterized by: (1) having **confidence** (**self-efficacy**) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive **attribution** (**optimism**) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (**hope**) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (**resiliency**) to attain success.”

**Question 6**

What is the difference between self-efficacy and self-esteem?

**Selected Answer:**

Self efficiency is being good at whatever task you are doing and being proficient in that task.

Self esttem is the belief that you can become efficient at that task no matter what. If you can do it, so can I.

**Correct Answer:**

The first difference is that **self-esteem** is one’s evaluation and belief of overall worthiness, whereas **self-efficacy** is one’s belief about a task-and context-specific capability. Self-esteem is stable and trait like, whereas self-efficacy changes over time as new information and task experiences are gained and developed.

**Feedback:** [None Given]

**Question 7**

How can resiliency be developed?

**Selected Answer:**

Resilieicy is a belief. You have to realize that noone is right the first time all the time. Set small attainable goals. If you are going to try and lose weight, don't say
I am going to lose 50 lbs. Start by saying I am going to lose 5 lbs. If you want to get a degree, say I am going to get my associate degree, once you get it look at a bachelor's and so on.

In order to be resilient, one must have some success or they will simply give up and move to something else.

**Correct Answer:** Resiliency can be developed through enhancing the assets that a person possesses, through education, training, and nurturing social relationships, and in general by improving the quality of resources available for the person to draw upon.

**Feedback:** [None Given]

**Question 8**

6 out of 8 points

Define Emotional Intelligence (EI).

**Selected Answer:**

Emotional Intelligence is a person's ability to:

1. be self aware
2. sense the emotions in others
3. manage emotional queue from others.

**Correct Answer:** Emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.

**Feedback:** [None Given]

**Question 9**

3 out of 3 points

Which of the following would not be considered an organization?

**Selected Answer:** all adults in a given community

**Correct Answer:** all adults in a given community

**Feedback:** That is the correct response.

**Question 10**

0 out of 3 points

When Ms. McKay compares projected sales to actual sales in her department, she is performing the ________ function of management.
Question 11  
Which of a manager's primary functions requires the manager to define an organization's goals, establish an overall strategy for achieving these goals and develop a comprehensive hierarchy of plans to integrate and coordinate activities?

Selected Answer: organizing  
Correct Answer: controlling  
Feedback: That is an incorrect response.

Question 12  
Managers need to have three essential skills in order to reach their goals. What are these skills?

Selected Answer: technical, human, and conceptual  
Correct Answer: technical, human, and conceptual  
Feedback: That is the correct response.

Question 13  
Which one of the following would not be considered a human skill of a manager?

Selected Answer: decision making  
Correct Answer: decision making  
Feedback: That is the correct response.

Question 14  
_______ is an effect of increasing globalization.

Selected Answer: Jobs moving to nations with low-cost labor  
Correct Answer: Jobs moving to nations with low-cost labor  
Feedback: That is the correct response.
### Question 15

Which of the following statements is **not** an implication of increased workplace diversity?

**Selected Answer:** ✗ Employee benefits should be revamped to accommodate the different needs of different employees.

**Correct Answer:** ✓ It is critical that all workers be treated alike.

### Question 16

The manager at a construction site observes that he is spending a great deal of time interviewing prospective employees. This is due to the large amount of absenteeism and turnover among his skilled workers. On questioning exiting employees he discovers that many of them quit because they feel the workplace is too dangerous. In particular, several foremen have stated that the need to get the job done quickly is more important than a few rules, and have gone as far as to mock the courage of workers who question this attitude.

What is **not** a dependent variable that the manager wishes to resolve in this case?

**Selected Answer:** ✗ job satisfaction

**Correct Answer:** ✓ the skill level of his workers

**Feedback:** That is an incorrect response.

### Question 17

Which of the following is a reason why the aging of the workforce is a significant concern for HR managers today?

**Selected Answer:** ✓ When older employees retire, their knowledge and skills are lost.
Correct Answer: ✔ When older employees retire, their knowledge and skills are lost.

Feedback: That is the correct response.

Question 18 3 out of 3 points
In a work environment, ________ refers to any characteristic that makes people different from one another.

Selected Answer: ✔
workplace diversity
Correct Answer: ✔
workplace diversity
Feedback: That is the correct response.

Question 19 0 out of 3 points
Which of the following is not a method to ensure a successful, diverse workforce?

Selected Answer: ✗
focusing on the productive potential of recruits
Correct Answer: ✔ focusing on the demographic characteristics of applicants
Feedback: That is an incorrect response.

Question 20 3 out of 3 points
Juan Carlos was recently promoted to lead sales, a position in which he assumes responsibility for more than 100 new clients. Which of the following intellectual abilities is he likely to use the most?

Selected Answer: ✔ memory
Correct Answer: ✔ memory
Feedback: That is the correct response.