

# TEST BANK



## Chapter 2—Management's Changing Environment: Globalization and Technology

### TRUE/FALSE

1. Employees in the 2020 workplace will communicate, connect, and collaborate with one another using social media.

ANS: T                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-1  
NAT: BUSPROG: Analytic                      STA: DISC: Information Technology  
KEY: Bloom's: Comprehension

2. Managers and employees in the 2020 workplace will work less in teams and more independently than ever before.

ANS: F                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-1  
NAT: BUSPROG: Analytic                      STA: DISC: Group Dynamics  
KEY: Bloom's: Comprehension

3. Managers in the 2020 workplace will need to have the ability to learn new skills, leverage the latest technology, and apply new knowledge to a fast-changing set of business conditions.

ANS: T                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-1  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Comprehension

4. According to sociologists, society is the product constant stability.

ANS: F                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-1  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

5. Based on demographic trends of the new workforce, employment opportunities for both men and women will continue to grow, but at a faster rate for men.

ANS: F                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-1  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

6. The study of managerial job opportunities is called demographics.

ANS: F                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-1  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

7. The U.S. workforce is getting older, more diverse, and increasingly female.

ANS: T                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-1  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

8. At present, the U.S. workforce is at a competitive disadvantage globally because workers are not sufficiently prepared creating a mismatch between what people can do and what the economy needs them to do.

ANS: T                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-2  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

9. To enrich the talent pool of future employees, computer-chip maker Intel developed education initiatives including a technology training program for more than 7 million teachers worldwide.

ANS: T                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-2  
NAT: BUSPROG: Technology                      STA: DISC: Information Technology  
KEY: Bloom's: Knowledge

10. According to the U.S. Department of labor, older workers are less productive than the average worker.

ANS: F                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

11. Unfortunately, research provides conclusive evidence that older workers have an unacceptably high rate of workplace accidents.

ANS: F                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

12. According to research data, older workers have a higher absenteeism rate than other age groups.

ANS: F                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

13. Like all employees, older workers need to be managed according to their individual abilities, not as members of a demographic group..

ANS: T                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

14. On average, experienced, professional women without children earn just 77 cents for every dollar that men earned.

ANS: T                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

15. Recent years have seen a complete closing of the pay gap between men and women in the U.S. workplace.

ANS: F                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

16. The glass ceiling affects both women and minorities.

ANS: T                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

17. In 2010, 30 percent of all *Fortune 500* companies were headed women.

ANS: F                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

18. According to *Working Woman* magazine, the glass ceiling results from a serious shortage of qualified women for executive positions.

ANS: F                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

19. According to the U.S. Small Business Administration, about 9.1 million businesses in the U.S. are female-owned and employ about 27.5 million people.

ANS: T                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

20. In the U.S., unemployment among whites and blacks is about the same.

ANS: F                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

21. An increasing percentage of the U.S. labor force are contingent workers.

ANS: T                      PTS: 1                      DIF: Easy              OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: HRM      KEY: Bloom's: Knowledge

22. Full-time employees are more costly to employ than part-timers.

ANS: T                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: HRM      KEY: Bloom's: Comprehension

23. When it comes to organizational loyalty and job involvement, part-timers are equal to full-timers..

ANS: F                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: HRM                      KEY: Bloom's: Comprehension

24. The United States is becoming even more racially, ethnically, and culturally diverse.

ANS: T                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

25. Managing diversity is the process of helping all employees, including women and minorities, reach their full potential.

ANS: T                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-3  
NAT: BUSPROG: Diversity                      STA: DISC: HRM                      KEY: Bloom's: Knowledge

26. By 2050, it is projected that the percentage of Hispanics/Latinos in the U.S. population will be over 24 percent.

ANS: T                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-3  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

27. Training minorities for managerial positions is an example of remedial training.

ANS: F                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-3  
NAT: BUSPROG: Diversity                      STA: DISC: HRM                      KEY: Bloom's: Knowledge

28. Comprehensive diversity programs are meant only for women and minorities.

ANS: F                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-3  
NAT: BUSPROG: Diversity                      STA: DISC: HRM                      KEY: Bloom's: Comprehension

29. A goal of managing diversity programs is greater organizational flexibility.

ANS: T                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-3  
NAT: BUSPROG: Diversity                      STA: DISC: HRM                      KEY: Bloom's: Comprehension

30. Comprehensive diversity programs create more structured organizations.

ANS: F                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-3  
NAT: BUSPROG: Diversity                      STA: DISC: Strategy  
KEY: Bloom's: Comprehension

31. Politics has to do with public influence and control.

ANS: T                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

32. Two key pressure points for managers in the political-legal environment are the politicization of management and decreased personal legal accountability.

ANS: F                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

33. Managers never get embroiled in legal or political issues.

ANS: F                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Individual Dynamics  
KEY: Bloom's: Comprehension

34. One of the purposes of issues management is to minimize the "surprises" which accompany social and political change.

ANS: T                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

35. Managers foresee and respond to economic and technological issues with the help of issues management.

ANS: F                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

36. The main contribution of issues management is its emphasis on systematic preparedness for social and political action.

ANS: T                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

37. A "defend status quo" attitude is adopted by managers on the neutral portion of the political response continuum.

ANS: F                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

38. More and more business managers have noticeably swung from being politically proactive to being reactive in recent years.

ANS: F                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

39. PACs are used to solicit volunteer contributions from employees biannually for support of preferred candidates and parties.

ANS: T                   PTS: 1                   DIF: Moderate       OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                   STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

40. Lobbying is management's least successful political strategy.

ANS: F                   PTS: 1                   DIF: Moderate       OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                   STA: DISC: Environmental Influence  
KEY: Bloom's: Evaluation

41. Laws on campaign financing and a 2010 decision by the Supreme Court allow unions and corporations to fund certain election campaign activities.

ANS: T                   PTS: 1                   DIF: Moderate       OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                   STA: DISC: Legal Responsibilities  
KEY: Bloom's: Knowledge

42. Advocacy advertising is a form of indirect lobbying.

ANS: T                   PTS: 1                   DIF: Moderate       OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                   STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

43. The passing of the Sarbanes-Oxley Act in 2002 led to more relaxed stipulations on legal and financial accountability.

ANS: F                   PTS: 1                   DIF: Moderate       OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                   STA: DISC: Legal Responsibilities  
KEY: Bloom's: Comprehension

44. There is a clear trend in the U.S. toward holding managers personally accountable for corporate misdeeds.

ANS: T                   PTS: 1                   DIF: Moderate       OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                   STA: DISC: Ethical Responsibilities  
KEY: Bloom's: Comprehension

45. Legal auditing refers to settling legal disputes outside of court.

ANS: F                   PTS: 1                   DIF: Easy            OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                   STA: DISC: Legal Responsibilities  
KEY: Bloom's: Knowledge

46. A mediator makes a binding decision, whereas a third-party arbitrator helps the parties reach their own agreement.

ANS: F                   PTS: 1                   DIF: Moderate       OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                   STA: DISC: Legal Responsibilities  
KEY: Bloom's: Analysis

47. Arbitration and mediation are two forms of legal audits.

ANS: F                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Legal Responsibilities  
KEY: Bloom's: Comprehension

48. The service economy is expected to generate 14.5 million jobs between 2008 and 2018.

ANS: T                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Knowledge

49. Business cycles have variable timing and predictable structure.

ANS: T                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

50. Recessions are a normal and expected part of the business cycle.

ANS: T                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

51. When it comes to making good business cycle-sensitive decisions, timing is everything.

ANS: T                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Comprehension

52. The global economy has little relevance for the average worker in the U.S.

ANS: F                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

53. One has to work for a foreign-owned company to be personally impacted by the global economy.

ANS: F                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

54. Technology is defined as the tools and ideas available for extending the natural physical and mental reach of humankind.

ANS: T                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-6  
NAT: BUSPROG: Technology                      STA: DISC: Creation of Value  
KEY: Bloom's: Knowledge



55. *Science* and *technology* are essentially the same thing.

ANS: F                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-6  
NAT: BUSPROG: Technology                      STA: DISC: Creation of Value  
KEY: Bloom's: Comprehension

56. Given the boom in information technology and convenient accessibility, information is no longer considered a strategic resource.

ANS: F                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-6  
NAT: BUSPROG: Technology                      STA: DISC: Information Technology  
KEY: Bloom's: Comprehension

57. The creation of a working prototype is "product technology" in the three-step innovation process.

ANS: T                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-6  
NAT: BUSPROG: Technology                      STA: DISC: Creation of Value  
KEY: Bloom's: Comprehension

58. Conceptualization is the last step in the three-step innovation process.

ANS: F                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-6  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Analysis

59. Innovation and intrapreneurship are two important aspects of technology for managers.

ANS: T                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-6  
NAT: BUSPROG: Technology                      STA: DISC: Creation of Value  
KEY: Bloom's: Comprehension

60. Empowerment involves pushing decision-making authority to the levels where people with the appropriate skills can do the most good.

ANS: T                      PTS: 1                      DIF: Easy              OBJ: LO: 2-6  
NAT: BUSPROG: Analytic                      STA: DISC: Motivation Concepts  
KEY: Bloom's: Knowledge

61. A team approach to product design is called concurrent engineering.

ANS: T                      PTS: 1                      DIF: Easy              OBJ: LO: 2-6  
NAT: BUSPROG: Technology                      STA: DISC: Operations Management  
KEY: Bloom's: Knowledge

62. Generally, concurrent engineering prolongs innovation lags.

ANS: F                      PTS: 1                      DIF: Moderate      OBJ: LO: 2-6  
NAT: BUSPROG: Technology                      STA: DISC: Operations Management  
KEY: Bloom's: Comprehension

63. "Intrapreneurs" typically do not quit their present job to pursue an innovative idea.

ANS: T                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-6  
NAT: BUSPROG: Analytic                      STA: DISC: Individual Dynamics  
KEY: Bloom's: Comprehension

64. "Intrapreneurs" are a threat to organizational effectiveness because they tend to work outside the organization's boundaries.

ANS: F                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-6  
NAT: BUSPROG: Analytic                      STA: DISC: Individual Dynamics  
KEY: Bloom's: Comprehension

65. An organization can foster "intrapreneurship" by rewarding innovation and risk taking.

ANS: T                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-6  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Comprehension

## MULTIPLE CHOICE

66. Employees in the 2020 workplace will communicate, connect, and collaborate with one another around the globe

- a. on a limited basis due to cost constraints.
- b. only if they work for multi-national companies.
- c. primarily if they are members of a minority group.
- d. using the latest forms of social media.
- e. using technology if they are under the age of 40.

ANS: D                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-1  
NAT: BUSPROG: Analytic                      STA: DISC: Information Technology  
KEY: Bloom's: Comprehension

67. Managers with the 2020 workplace mind-set will need to incorporate all of the following abilities except:\_\_\_\_\_.

- a. social participation and networking
- b. thinking globally
- c. ubiquitous learning
- d. status quo compliance
- e. thinking big, acting fast, and constantly improving

ANS: D                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-1  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

68. Drew Greenblatt, president of Marlin Steel Wire in Baltimore, Maryland, recently purchased \$700,000 worth of robots to meet production demand. Unfortunately, the robots are not in use because\_\_\_\_\_.

- a. the technology is already outdated
- b. he has offshored manufacturing

- c. he does not have enough smart people to set them up
- d. the power grid cannot support the energy needs
- e. he cannot get the necessary permits to operate the robots

ANS: C                      PTS: 1                      DIF: Challenging    OBJ: LO: 2-1  
NAT: BUSPROG: Reflective Thinking    STA: DISC: Information Technology  
KEY: Bloom's: Application

69. General environmental factors impacting managers today include all of the following except:\_\_\_\_\_.
- a. social
  - b. political
  - c. nutrition
  - d. economic
  - e. technological

ANS: C                      PTS: 1                      DIF: Moderate        OBJ: LO: 2-1  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

70. Which of the following is not a dimension of the social environment?
- a. Demographics
  - b. The new social contract
  - c. Inequalities
  - d. Managing diversity
  - e. Innovation

ANS: E                      PTS: 1                      DIF: Moderate        OBJ: LO: 2-1  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

71. The median age of U.S. employees is \_\_\_\_\_, with most vigorous growth for the \_\_\_\_\_ age group.
- a. decreasing; 55 and older
  - b. increasing; 55 and older
  - c. decreasing; 54 and younger
  - d. increasing; 54 and younger
  - e. constant; 25-35

ANS: B                      PTS: 1                      DIF: Moderate        OBJ: LO: 2-1  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

72. Demographics involves the study of
- a. work schedule variations.
  - b. managerial influence.
  - c. male-female pay gaps.
  - d. regional pay rates.
  - e. population characteristics.

ANS: E                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-1  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

73. Which one of these statements about the U.S. workforce is false? It is getting
- more racially diverse
  - less predominantly white, non-Hispanic
  - smaller
  - increasingly female
  - older

ANS: C                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-1  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

74. Gloria is a bank manager, and recently, her bank has developed a Spanish-language version of its training pamphlet. What changing demographic is Gloria's bank addressing?
- Increase in religious diversity
  - Enlargement of the labor force
  - Increase in racial/ethnic diversity
  - Aging of the population
  - Increase in female employment

ANS: C                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-1  
NAT: BUSPROG: Reflective Thinking                      STA: DISC: Environmental Influence  
KEY: Bloom's: Application

75. Cascade Engineering Inc. in Grand Rapids, Michigan used a \_\_\_\_\_ program to reduce their employee turnover rate from 42 percent in 2000 to less than 2 percent in by 2009.
- Reading and Writing
  - Rewards and Bonus
  - Welfare-to-Career
  - Work-to-Welfare
  - Technology Training

ANS: C                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-1  
NAT: BUSPROG: Analytic                      STA: DISC: HRM                      KEY: Bloom's: Knowledge

76. The U.S. Department of Labor defines older workers as those
- already retired.
  - aged fifty-five and up.
  - anywhere between 40 to 64.
  - who are collecting Social Security.
  - aged 65 and older.

ANS: B                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

77. In an effort to improve education, Computer-chip maker Intel sponsored technology training for more than \_\_\_\_\_ worldwide.
- 5 million fifth graders
  - 12 million high school students
  - 2 million college professors
  - 1 million unemployed workers

e. 7 million teachers

ANS: E                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Knowledge

78. Studies of older employees' interests find that older workers prefer
- working part-time.
  - opening their own business.
  - task-oriented, rather than people-oriented jobs.
  - jobs involving lots of travel.
  - working for large companies.

ANS: A                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

79. A myth about older workers is that they
- are less accident-prone.
  - are more costly to employ.
  - are more productive.
  - have much better attendance.
  - are more willing to learn new jobs.

ANS: B                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

80. Which of these is true about older workers, when compared to younger workers? They
- are much more productive.
  - do not like part-time work.
  - are absent more often.
  - are unwilling to learn new jobs.
  - have lower accident rates.

ANS: E                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

81. How should older workers be managed?
- By their individual abilities
  - By their age and gender
  - By a revised set of standards
  - By demographic statistics
  - By their age

ANS: A                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

82. What percentage of the managerial and administrative positions do women hold in the U.S. civilian workforce?

- a. 65
- b. 51
- c. 32
- d. 18
- e. 4

ANS: B                    PTS: 1                    DIF: Moderate        OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                    STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

83. Which of these is true about the male-female pay gap in the U.S.?
- a. It is now only about a 3 cent variance
  - b. It never existed
  - c. It was recently eliminated due to the Equal Pay Act
  - d. It only impacts minority females
  - e. It is still significant and persistent

ANS: E                    PTS: 1                    DIF: Moderate        OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                    STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

84. Mary Ann has been with the same software company for 15 years. For the last five years, she has applied for upper management positions on five occasions, but she was never offered an interview. Which phenomenon is Mary Ann likely facing?
- a. Race discrimination
  - b. The gender wage gap
  - c. The glass ceiling
  - d. The invisible hurdle
  - e. Age discrimination

ANS: C                    PTS: 1                    DIF: Challenging    OBJ: LO: 2-2  
NAT: BUSPROG: Reflective Thinking        STA: DISC: Environmental Influence  
KEY: Bloom's: Application

85. According to U.S. Small Business Administration, there are \_\_\_\_\_ million women owned businesses employing \_\_\_\_\_ million people in America?
- a. 5.3; 14.2
  - b. 9.1; 53.6
  - c. 1.9; 27.5
  - d. 2.4; 37.2
  - e. 9.1; 27.5

ANS: E                    PTS: 1                    DIF: Moderate        OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                    STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

86. The \_\_\_\_ is a subtle yet strong barrier that has kept women and minorities from assuming top-executive positions.
- a. dual-track syndrome
  - b. black hole
  - c. glass ceiling
  - d. wall

e. career canyon

ANS: C                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

87. If a student from Namibia asked you about the representation of women in senior management positions in the U.S., what would be the correct answer?
- 35 percent of Fortune 500 company CEOs are women
  - There are no women CEOs among the Fortune 500 companies
  - 14 percent of Fortune 500 company CEOs are women
  - More than half of the CEOs of Fortune 500 companies are women
  - 3 percent of Fortune 500 company CEOs are women

ANS: E                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

88. In 2010, which of these ratios accurately depicts the *Fortune 500's* chief executive ranks?
- 485 men to 15 women
  - 301 men to 199 women
  - 500 men to 0 women
  - 380 men to 120 women
  - 472 men to 28 women

ANS: A                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

89. All of the following are reasons why women are being held back from senior management positions in the U.S. *except*
- they are militant feminists.
  - male stereotyping.
  - the lingering perceptions of women as outsiders.
  - exclusion from informal networks.
  - lack of experience.

ANS: A                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

90. When compared with whites, the unemployment rate among blacks in the U.S. is
- about ten times higher.
  - approximately equal.
  - about twice as high.
  - slightly lower.
  - less than half.

ANS: C                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

91. \_\_\_\_ are part-timers and other employees who do not have a long-term implicit contract with their ultimate employers.
- Contingent workers
  - College dropouts
  - Potential workers
  - Functional workers
  - Older workers

ANS: A                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: HRM                      KEY: Bloom's: Knowledge

92. Who tends to get lower pay and no benefits?
- Nonunion employees
  - Females over 30
  - Night-shift employees
  - Part-timers
  - Government employees

ANS: D                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: HRM                      KEY: Bloom's: Analysis

93. How do part-timers compare to full-time employees cost-wise?
- About equal
  - Much less costly
  - Much more costly
  - One cannot compare because part-timers are contingent workers
  - Slightly less costly

ANS: B                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: HRM                      KEY: Bloom's: Analysis

94. All of the following terms apply to the “just-in-time” or “flexible” workforce except
- contingent workers.
  - just-in-time.
  - full-time employees.
  - temporary workers.
  - part-timers.

ANS: C                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-2  
NAT: BUSPROG: Diversity                      STA: DISC: HRM                      KEY: Bloom's: Analysis

95. Brookie’s Ice Cream shop is a struggling small business that laid off more people than required. You have been given the job of hiring people to meet seasonal demand. Keeping in mind the company's financial troubles, which of the following groups would probably be the best choice, according to the text discussion?
- Women
  - Blacks and Hispanics
  - Part-timers
  - Full-time employees
  - Physically challenged

ANS: C                      PTS: 1                      DIF: Challenging                      OBJ: LO: 2-2



NAT: BUSPROG: Reflective Thinking STA: DISC: HRM KEY: Bloom's: Application

96. By definition, what is the scope of managing diversity?
- Nonwhites
  - Foreign-born employees
  - All employees
  - Minority women only
  - Just women and minorities

ANS: C PTS: 1 DIF: Easy OBJ: LO: 2-3  
NAT: BUSPROG: Diversity STA: DISC: Environmental Influence  
KEY: Bloom's: Knowledge

97. \_\_\_\_ is the process of creating an organizational culture that enables all employees to realize their full potential.
- Issues management
  - Managing diversity
  - Constructive conflict
  - Human asset accounting
  - Protectionism

ANS: B PTS: 1 DIF: Easy OBJ: LO: 2-3  
NAT: BUSPROG: Diversity STA: DISC: HRM KEY: Bloom's: Knowledge

98. Comprehensive diversity programs strive to create more \_\_\_\_\_ organizations where \_\_\_\_\_ has(have) a fair chance to thrive and succeed?
- authoritarian; women
  - flatter; minorities
  - larger; everyone
  - minority-owned; minorities
  - flexible; everyone

ANS: E PTS: 1 DIF: Moderate OBJ: LO: 2-3  
NAT: BUSPROG: Diversity STA: DISC: HRM KEY: Bloom's: Analysis

99. Which shift does Jack McDevitt, a sociologist, call for in managing diversity?
- Eliminating interpersonal differences
  - From diversity to uniformity
  - Away from male domination
  - From equal opportunity to equal outcomes
  - From tolerating to valuing people

ANS: E PTS: 1 DIF: Moderate OBJ: LO: 2-3  
NAT: BUSPROG: Diversity STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

100. Which one of these applies to politics?
- The art of public manipulation
  - The art of public trust
  - The art of constructive conflict
  - The art of public influence and control
  - The art of power and domination

ANS: D                    PTS: 1                    DIF: Moderate            OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                    STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

101. \_\_\_\_ are two key pressure points for managers when they deal with the political-legal environment.
- Political promises and voter turnout
  - The politicization of management and increased personal accountability
  - Increased personal accountability and the politicization of consumers
  - The politicization of employees and decreased personal accountability
  - Decreased personal accountability and politicization of management

ANS: B                    PTS: 1                    DIF: Moderate            OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                    STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

102. Managers need to use \_\_\_\_ if they want to identify and respond in a timely manner to social and political shifts.
- political risk assessment
  - issues management
  - trial balloons
  - protectionism
  - legal auditing

ANS: B                    PTS: 1                    DIF: Easy                    OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                    STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

103. Issues management's main contribution to good management is its emphasis on systematic preparedness for
- technological and economic action.
  - legal and technological action.
  - competitive and global action.
  - internal effectiveness and efficiency related action.
  - social and political action.

ANS: E                    PTS: 1                    DIF: Moderate            OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                    STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

104. The head of a cosmetics company who takes a "watch and wait" attitude toward proposed federal legislation limiting the use of additives falls into the \_\_\_\_ category on the political response continuum.
- passive
  - reactive
  - proactive
  - neutral
  - entrenched

ANS: D                    PTS: 1                    DIF: Challenging            OBJ: LO: 2-4  
NAT: BUSPROG: Reflective Thinking                    STA: DISC: Environmental Influence  
KEY: Bloom's: Application

105. When a petroleum company replaced its underground storage tanks two years before the government's deadline, it qualified for which position on the political response continuum?
- Anticipatory
  - Proactive
  - Neutral
  - Reactive
  - Entrenched

ANS: B                      PTS: 1                      DIF: Challenging    OBJ: LO: 2-4  
NAT: BUSPROG: Reflective Thinking    STA: DISC: Environmental Influence  
KEY: Bloom's: Application

106. An attitude adopted by managers on the \_\_\_\_ portion of the political response continuum is "defend status quo."
- proactive
  - anticipatory
  - reactive
  - neutral
  - entrenched

ANS: C                      PTS: 1                      DIF: Moderate        OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

107. When Speedy Automotive chose to defend one of its car models in court after receiving an unsafe product notice from the government, it qualified for which position on the political response continuum?
- Reactive
  - Proactive
  - Anticipatory
  - Neutral
  - Entrenched

ANS: A                      PTS: 1                      DIF: Challenging    OBJ: LO: 2-4  
NAT: BUSPROG: Reflective Thinking    STA: DISC: Environmental Influence  
KEY: Bloom's: Application

108. Regarding the political response continuum, more business managers are becoming
- proactive.
  - reactive.
  - passive.
  - legalistic.
  - neutral.

ANS: A                      PTS: 1                      DIF: Moderate        OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Comprehension

109. Which of these is not one of management's four political strategies?
- Campaign financing
  - Watchful waiting

- c. Coalition building
- d. Indirect lobbying
- e. Lobbying

ANS: B                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

110. Which political strategy does the cattle ranching industry rely on when it presents its case directly to members of Congress prior to votes on land preservation matters?
- a. Coalition building
  - b. Campaign financing
  - c. Indirect lobbying
  - d. Lobbying
  - e. Civil disobedience

ANS: D                      PTS: 1                      DIF: Challenging              OBJ: LO: 2-4  
NAT: BUSPROG: Reflective Thinking                      STA: DISC: Legal Responsibilities  
KEY: Bloom's: Application

111. Which of the following is not a viable political strategy?
- a. Campaign financing
  - b. Lobbying
  - c. Bribing
  - d. Coalition building
  - e. Indirect lobbying

ANS: C                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence  
KEY: Bloom's: Analysis

112. Tobacco companies that include statements about freedom of choice in their advertisements are relying on which political tactic?
- a. PACs
  - b. Direct lobbying
  - c. Protectionism
  - d. Advocacy advertising
  - e. Social contracting

ANS: D                      PTS: 1                      DIF: Challenging              OBJ: LO: 2-4  
NAT: BUSPROG: Reflective Thinking                      STA: DISC: Environmental Influence  
KEY: Bloom's: Application

113. Managers are finding that \_\_\_\_ around common rallying points is required for political impact when special-interest groups are involved.
- a. social contracting
  - b. coalition building
  - c. lobbying
  - d. campaign financing
  - e. advocacy advertising

ANS: B                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-4

NAT: BUSPROG: Analytic  
KEY: Bloom's: Comprehension

STA: DISC: Environmental Influence

114. The \_\_\_\_ law increases penalties for accounting fraud and makes conviction of securities fraud a felony with a stiff prison term.
- Enron-Arthur Andersen
  - Bush-Cheney
  - Civil Rights
  - Sarbanes-Oxley
  - Political advocacy

ANS: D                      PTS: 1  
NAT: BUSPROG: Analytic  
KEY: Bloom's: Knowledge

DIF: Easy                      OBJ: LO: 2-4  
STA: DISC: Legal Responsibilities

115. Another form of indirect lobbying is
- PACs.
  - Coalition building.
  - Advocacy advertising.
  - Campaign financing.
  - Social contracting.

ANS: C                      PTS: 1  
NAT: BUSPROG: Analytic  
KEY: Bloom's: Comprehension

DIF: Moderate                      OBJ: LO: 2-4  
STA: DISC: Environmental Influence

116. The controversial practice of promoting a point of view along with a product or service refers to
- PACs.
  - lobbying.
  - coalition building.
  - social contracting.
  - advocacy advertising.

ANS: E                      PTS: 1  
NAT: BUSPROG: Analytic  
KEY: Bloom's: Knowledge

DIF: Moderate                      OBJ: LO: 2-4  
STA: DISC: Environmental Influence

117. In dealing with corporate misconduct, there is a clear trend toward
- greater personal responsibility for managers.
  - smaller fines.
  - more involuntary bankruptcies.
  - more out-of-court settlements.
  - more lenient sentences.

ANS: A                      PTS: 1  
NAT: BUSPROG: Analytic  
KEY: Bloom's: Comprehension

DIF: Moderate                      OBJ: LO: 2-4  
STA: DISC: Ethical Responsibilities

118. A(n) \_\_\_\_ reviews all aspects of a firm's operations to pinpoint possible liabilities and other legal problems.
- environmental audit
  - arbitration

- c. alternative dispute resolution
- d. legal audit
- e. SWOT analysis

ANS: D                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Legal Responsibilities  
KEY: Bloom's: Comprehension

119. Ralph is an executive at Bosco Construction Inc. and he wants to know how he could become more aware of possible legal problems for the firm. What technique should you recommend?
- a. Coalition building
  - b. Alternative dispute resolution
  - c. PACs
  - d. Indirect lobbying
  - e. Legal audit

ANS: E                      PTS: 1                      DIF: Challenging                      OBJ: LO: 2-4  
NAT: BUSPROG: Reflective Thinking                      STA: DISC: Legal Responsibilities  
KEY: Bloom's: Application

120. What do the various alternative dispute resolution methods such as mediation and arbitration have in common?
- a. Binding decision by third party
  - b. High cost
  - c. Legally questionable
  - d. Not available to profit-seeking businesses
  - e. Out-of-court settlements

ANS: E                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-4  
NAT: BUSPROG: Analytic                      STA: DISC: Legal Responsibilities  
KEY: Bloom's: Analysis

121. \_\_\_\_ is the study of how scarce resources are used to create wealth and how that wealth is distributed.
- a. Economics
  - b. Management
  - c. Sociology
  - d. Finance
  - e. Ecology

ANS: A                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Knowledge

122. Business cycles have predictable \_\_\_\_ but variable \_\_\_\_.
- a. impact; structure
  - b. structure; timing
  - c. outcomes; inputs
  - d. effects; phases
  - e. timing; impact

ANS: B                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Environmental Influence

KEY: Bloom's: Analysis

123. \_\_\_\_\_ is a key ingredient to getting a high-paying job.
- Who you know
  - Owning an I-pad
  - Understanding robotics
  - Education
  - The glass ceiling

ANS: D                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Individual Dynamics  
KEY: Bloom's: Comprehension

124. The up-and-down movement of an economy's ability to generate wealth is called
- the stock exchange.
  - economic development.
  - the business cycle.
  - financing.
  - economic forecasting.

ANS: C                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Knowledge

125. During the \_\_\_\_ phase of the business cycle, employment and wages usually rise.
- expansion
  - retraction
  - innovation
  - recession
  - trough

ANS: A                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Comprehension

126. Which of these is everything when it comes to making good business cycle-sensitive decisions?
- Innovation
  - Lobbying
  - Timing
  - Luck
  - Spending

ANS: C                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Analysis

127. Experts recommend that managers use a(n) \_\_\_\_ approach when using forecasting in making cycle-sensitive decisions.
- administrative
  - global
  - divide-and-conquer
  - consensus

e. average

ANS: D                    PTS: 1                    DIF: Moderate            OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                    STA: DISC: Creation of Value  
KEY: Bloom's: Comprehension

128. The global economy, generally speaking, has raised \_\_\_\_ and lowered \_\_\_\_.
- a. financial standards; human tolerance
  - b. the cost of capital; prices
  - c. wages; tariff barriers
  - d. quality standards; wage standards
  - e. wages; protectionism

ANS: D                    PTS: 1                    DIF: Moderate            OBJ: LO: 2-5  
NAT: BUSPROG: Analytic                    STA: DISC: Creation of Value  
KEY: Bloom's: Analysis

129. The \_\_\_\_ process is defined as the systematic development and practical application of a new idea.
- a. technology
  - b. innovation
  - c. copyright
  - d. licensing
  - e. creative

ANS: B                    PTS: 1                    DIF: Easy                    OBJ: LO: 2-6  
NAT: BUSPROG: Analytic                    STA: DISC: Creation of Value  
KEY: Bloom's: Knowledge

130. \_\_\_\_ refers to the tools and ideas available for extending the natural physical and mental reach of humankind.
- a. Abstract knowledge
  - b. Technology
  - c. Abilities
  - d. Science
  - e. Skills

ANS: B                    PTS: 1                    DIF: Easy                    OBJ: LO: 2-6  
NAT: BUSPROG: Technology                    STA: DISC: Creation of Value  
KEY: Bloom's: Knowledge

131. \_\_\_\_ is the application of organized knowledge to help solve problems in our society, whereas \_\_\_\_ is the quest for more or less abstract knowledge.
- a. Experiment; science
  - b. Technology; science
  - c. Science; abilities
  - d. Skills; technology
  - e. Technology; science

ANS: B                    PTS: 1                    DIF: Moderate            OBJ: LO: 2-6  
NAT: BUSPROG: Technology                    STA: DISC: Creation of Value  
KEY: Bloom's: Analysis



132. When Quantic Technologies develops a working prototype for a new product, it has achieved which step in the three-step innovation process?
- Conceptual
  - Production technology
  - Exploitation
  - Product technology
  - Differentiation

ANS: D                      PTS: 1                      DIF: Challenging    OBJ: LO: 2-6  
NAT: BUSPROG: Reflective Thinking    STA: DISC: Creation of Value  
KEY: Bloom's: Application

133. Pascal works in the research and development department of an automobile manufacturer. His manager asked him to help design a new hydrogen-powered car. Pascal will be in charge of drawing up the final blueprints. Which stage of the innovation process does this involve?
- Brainstorming
  - Prototype development
  - Conceptualization
  - Production process development
  - Control

ANS: C                      PTS: 1                      DIF: Challenging    OBJ: LO: 2-6  
NAT: BUSPROG: Reflective Thinking    STA: DISC: Creation of Value  
KEY: Bloom's: Application

134. Annika is a manager at a home appliance company. Her team designed a new washing machine, and has just finished building the initial model. It is now ready for testing. What stage of the innovation process does this involve?
- Brainstorming
  - Commercialization
  - Conceptualization
  - Prototype development
  - Control

ANS: D                      PTS: 1                      DIF: Challenging    OBJ: LO: 2-6  
NAT: BUSPROG: Reflective Thinking    STA: DISC: Creation of Value  
KEY: Bloom's: Application

135. According to the three-step innovation process, what sort of technology is involved if Roescore Inc. turns a working model into a financially successful new product?
- Transfer
  - Application
  - Production
  - Exploitation
  - Product

ANS: C                      PTS: 1                      DIF: Challenging    OBJ: LO: 2-6  
NAT: BUSPROG: Reflective Thinking    STA: DISC: Creation of Value  
KEY: Bloom's: Application

136. \_\_\_\_ refers to the time it takes to turn a new idea into a product that satisfies consumer demand.
- Innovation lag

- b. Developmental decay
- c. Creativity lapse
- d. Innovation drag
- e. Demand slack

ANS: A                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-6  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Knowledge

137. Generally, innovative companies rely on
- a. goal setting and empowerment.
  - b. creativity and copying.
  - c. competitors and empowerment.
  - d. mechanistic strategy and luck.
  - e. employees and government.

ANS: A                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-6  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Comprehension

138. Which of these best describes concurrent engineering?
- a. One-person product development cycle
  - b. Continuous improvement
  - c. Functional specialization
  - d. Garbage in, garbage out
  - e. Team approach to product design

ANS: E                      PTS: 1                      DIF: Moderate                      OBJ: LO: 2-6  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Analysis

139. Jack is a highly motivated and creative employee at Haven Industries. He loves overcoming challenges, but has a high need for security. What should Jack do?
- a. Hire an administrative assistant
  - b. Take more vacation time
  - c. Ask for a transfer
  - d. Become an entrepreneur
  - e. Become an intrapreneur

ANS: E                      PTS: 1                      DIF: Challenging                      OBJ: LO: 2-6  
NAT: BUSPROG: Reflective Thinking                      STA: DISC: Individual Dynamics  
KEY: Bloom's: Application

140. The term \_\_\_\_ describes an employee in a large company who takes personal responsibility for pushing an innovation through the organization.
- a. entrepreneur
  - b. concurrent engineer
  - c. intrapreneur
  - d. contingent worker
  - e. innovation advocate

ANS: C                      PTS: 1                      DIF: Easy                      OBJ: LO: 2-6

NAT: BUSPROG: Analytic  
KEY: Bloom's: Knowledge

STA: DISC: Individual Dynamics

141. According to experts, an organization can foster intrapreneurship through all of these *except*
- focusing on results and teamwork.
  - rewarding innovation and risk taking.
  - tolerating and learning from mistakes.
  - remaining flexible and change-oriented.
  - creating a command and control structure.

ANS: E                      PTS: 1                      DIF: Moderate              OBJ: LO: 2-6  
NAT: BUSPROG: Analytic                      STA: DISC: Creation of Value  
KEY: Bloom's: Analysis

**Harold's Florists, Inc.**

Harold's Florists, a fast growing company in the floral industry, recently hired Stan as its new CEO. Stan is a progressive manager who is keen on obtaining information about the changing environment and incorporating these changes to help position the company for the twenty-first century.

142. Refer to Harold's Florists, Inc. According to the demographics of the new workforce, Stan should know that the U.S. workforce is predicted to
- shrink.
  - grow older.
  - become less diverse.
  - include more part-timers.
  - become more white-male dominated.

ANS: B                      PTS: 1                      DIF: Challenging              OBJ: LO: 2-1  
NAT: BUSPROG: Reflective Thinking              STA: DISC: Environmental Influence  
KEY: Bloom's: Application

143. Refer to Harold's Florists, Inc. Stan is worried that hiring older workers would reduce productivity in his company. What fact would you mention to him to regarding his concerns?
- Research shows that productivity is tied to age, not health
  - Older workers are less distracted
  - Research shows that productivity does not decline with age
  - Research shows that older workers are less willing to learn new jobs
  - The costs of health insurance increase with age

ANS: C                      PTS: 1                      DIF: Challenging              OBJ: LO: 2-2  
NAT: BUSPROG: Reflective Thinking              STA: DISC: Environmental Influence  
KEY: Bloom's: Application

144. Refer to Harold's Florists, Inc. Stan should know that contingent employees may have lower job involvement but they
- far more productive than the average worker.
  - cost less to employ.
  - tend to complain too much.
  - have proportionately lower accident rates.
  - require benefits.

ANS: B                      PTS: 1                      DIF: Challenging              OBJ: LO: 2-2

NAT: BUSPROG: Reflective Thinking STA: DISC: Environmental Influence  
KEY: Bloom's: Application

145. Refer to Harold's Florists, Inc. What should Stan know about the pay gap in the U.S.?
- There is no gender pay gap
  - White males get twice the pay of white females
  - The gap has actually grown despite the Equal Pay Act
  - The gap exists but it's very small
  - The male-female pay gap is still large and persistent

ANS: E PTS: 1 DIF: Challenging OBJ: LO: 2-2  
NAT: BUSPROG: Reflective Thinking STA: DISC: Environmental Influence  
KEY: Bloom's: Application

### **A Tale of Two Managers**

Renee and Frank are managers of two different departments at Pharma-cost.com, an on-line pharmacy targeted to the Generation X population. The company is facing increased government scrutiny, especially with uncertainties surrounding on-line drug distribution, on-line sales tax, consumer protection regulation, etc. While Renee believes in defending the status quo through lawsuits and lobbying, Frank says Pharma-cost.com should improve performance to avoid government intervention.

146. Refer to A Tale of Two Managers. If Renee and Frank want to identify, evaluate, and respond to relevant and important social and political changes, they need to use
- political counseling.
  - social science research.
  - legal auditing.
  - issues management.
  - power and domination.

ANS: D PTS: 1 DIF: Challenging OBJ: LO: 2-4  
NAT: BUSPROG: Reflective Thinking STA: DISC: Environmental Influence  
KEY: Bloom's: Application

147. Refer to A Tale of Two Managers. Renee would be classified as having a \_\_\_\_ position on management's political response continuum.
- reactive
  - proactive
  - wait and watch
  - neutral
  - anticipatory

ANS: A PTS: 1 DIF: Challenging OBJ: LO: 2-4  
NAT: BUSPROG: Reflective Thinking STA: DISC: Environmental Influence  
KEY: Bloom's: Application

148. Refer to A Tale of Two Managers. Frank would be described as \_\_\_\_ on the political response continuum.
- wait and watch
  - overzealous
  - reactive
  - neutral

e. proactive

ANS: E                      PTS: 1                      DIF: Challenging    OBJ: LO: 2-4  
NAT: BUSPROG: Reflective Thinking    STA: DISC: Environmental Influence  
KEY: Bloom's: Application

149. Refer to A Tale of Two Managers. Frank and Renee, according to the text discussion, can employ all of these political strategies *except*
- indirect lobbying.
  - coalition building.
  - campaign financing.
  - lobbying.
  - civil disobedience.

ANS: E                      PTS: 1                      DIF: Challenging    OBJ: LO: 2-4  
NAT: BUSPROG: Reflective Thinking    STA: DISC: Environmental Influence  
KEY: Bloom's: Application

150. Refer to A Tale of Two Managers. If Pharma-cost.com partners with a software company to develop a new technology that would allow doctors and patients to process prescriptions from anywhere they will be using a(an) \_\_\_\_ strategy.
- financing
  - lobbying
  - legal
  - innovation
  - indirect lobbying

ANS: D                      PTS: 1                      DIF: Challenging    OBJ: LO: 2-4  
NAT: BUSPROG: Reflective Thinking    STA: DISC: Creation of Value  
KEY: Bloom's: Application

## ESSAY

151. Congratulations! You have been hired by the American Association for Retired People (AARP) to develop an education program for managers that reinforces the value older workers bring to the workplace and dispels the negative stereotypes about older workers. Outline your education program, describe how supervisors should effectively manage older workers as compared to younger workers, describe why older workers are valuable to an employer and disprove the five most common myths about older workers.

ANS:

The government defines older workers as age 55 and older. They are projected to be the largest age group in the U.S. Workforce by 2018.

Like all employees, older workers need to be managed according to their individual abilities, not as members of a demographic group. Training should be conducted for ALL employees to dispell the myths below. Older workers should become confident working with technically savvy teammates and younger bosses.

Myth #1: Older workers are less productive than the average worker.

Fact: Research shows that productivity does not decline with a worker's age.

Myth #2: The costs of employee benefits outweigh any possible gain from hiring older workers.

Fact: Health insurance costs increase with age, but most other fringe benefits do not since they are tied to length of service and level of salary.

Myth #3: Older workers are prone to frequent absences because of age-related sickness.

Fact: Data show that workers age 65 and older have attendance records that are equal to or better than most other age groups of workers.

Myth #4: Older workers have an unacceptably high rate of accidents at work.

Fact: Data show that older workers account for only 9.7 percent of all workplace injuries while they make up 13.6 percent of the labor force.

Myth #5: Older workers are unwilling to learn new jobs and are inflexible about the hours they will work.

Fact: The truth depends on the individual.

PTS: 1                      DIF: Challenging      OBJ: LO: 2-2  
NAT: BUSPROG: Reflective Thinking      STA: DISC: Environmental Influence  
KEY: Bloom's: Synthesis

152. Describe your understanding of Managing Diversity, who within an organization is impacted by this process, and who benefits? Describe at least five examples of diversity programs that are having a positive impact on today's workplace.

ANS:

Managing diversity is the process of creating an organizational culture that enables ALL employees, including women and minorities, to realize their full potential. If done properly, everyone benefits including the employees, managers, owners and/or shareholders. Diversity programs build on EEO and affirmative action programs to create more flexible organizations where everyone has a fair chance to thrive and succeed. These programs need to include everyone (from white males to black females) the point is that everyone has individual differences (opinions, lifestyles, age, etc.) it is not simply about a person's gender or the color of their skin. The ultimate goal is to adjust our thinking, to move from tolerance to valuing people and their contributions.

Promising Beginnings:

Diversity programs in use today

Teaching English as a second language

Creating mentor programs

Providing immigration assistance

Fostering the development of support groups for minorities

Training minorities for management positions

Training managers to value and skillfully manage diversity

Encouraging employees to contribute to and attend cultural celebrations and events

Creating, publicizing, and enforcing discrimination and harassment policies

Actively recruiting minorities

PTS: 1                    DIF: Challenging    OBJ: LO: 2-3            NAT: BUSPROG: Diversity  
STA: DISC: Environmental Influence    KEY: Bloom's: Synthesis

### SHORT ANSWER

153. Discuss the demographics of the New Workforce.

ANS:

The U.S. workforce demonstrates the following trends: It is getting larger 3/4 the labor force is predicted to grow at a faster rate than the national population; It is increasingly female 3/4 employment opportunities for both men and women will grow, but at a faster rate for women; It is getting more racially and ethnically diverse 3/4 Hispanics have replaced African-Americans as the second-largest segment; It is getting older 3/4 the median age of employees will continue to grow, with the most vigorous growth in the 55-and-older group.

PTS: 1                    DIF: Challenging    OBJ: LO: 2-1            NAT: BUSPROG: Diversity  
STA: DISC: Environmental Influence    KEY: Bloom's: Synthesis

154. How would you respond to a manager who made this statement: "Managing diversity is equal employment opportunity, only with a fancy new name"?

ANS:

Not true 3/4 managing diversity extends EEO by fostering organizational cultures that tap the full potential of all employees. While EEO can help women and minorities get fair access to jobs, managing diversity programs are needed to help them feel like valuable members of the organization. White males, as well, have lots of individual differences that need to be valued and accommodated in the workplace. We need to move beyond tolerating individual differences to appreciating and valuing those differences. Anything short of that will unnecessarily waste valuable human resources.

PTS: 1                    DIF: Challenging    OBJ: LO: 2-3            NAT: BUSPROG: Diversity  
STA: DISC: Environmental Influence    KEY: Bloom's: Synthesis

155. If managers can't stay out of politics, what should they do?

ANS:

Managers are being increasingly politicized by competing demands made upon their organizations. Thus, managers need to avoid being surprised by political forces by engaging in issues management. This is an ongoing process of identifying, evaluating, and responding to relevant social and political issues. They also need to be more proactive relative to campaign financing, lobbying, coalition building, and indirect lobbying.

PTS: 1                    DIF: Challenging    OBJ: LO: 2-4            NAT: BUSPROG: Analytic  
STA: DISC: Environmental Influence    KEY: Bloom's: Synthesis

156. Why is the global economy a personal matter?

ANS:

As we move toward a single global marketplace, with sweeping trade agreements such as NAFTA and WTO, any given employee could end up working for a foreign-owned company. Also, global competition is raising quality standards and lowering wage standards worldwide.

PTS: 1                    DIF: Challenging    OBJ: LO: 2-5            NAT: BUSPROG: Analytic  
STA: DISC: Environmental Influence    KEY: Bloom's: Synthesis

157. Why does it take more than a good idea to be innovative?

ANS:

A good idea actually is only the first step in the three-step innovation process. The new idea needs to be translated into a working prototype (called product technology) and then produced effectively and efficiently in profitable quantities (called production technology). The time it takes to turn a good idea into satisfied demand (and, hopefully, profits) is called innovation lag. Good ideas without follow-up are practically worthless.

PTS: 1                    DIF: Challenging    OBJ: LO: 2-6            NAT: BUSPROG: Analytic  
STA: DISC: Creation of Value            KEY: Bloom's: Synthesis

158. What is an intrapreneur? How do they differ from entrepreneurs?

ANS:

An intrapreneur is an employee who takes personal “hands-on responsibility” for pushing any type of innovative idea, product or process through an organization. They strive to achieve innovation within their existing organizations. They tend to have a higher need for security. Entrepreneurs on the other hand tend to be more comfortable with risk and they pursue their dreams and innovation through their own companies or ventures rather than for an existing employer.

PTS: 1                    DIF: Challenging    OBJ: LO: 2-6            NAT: BUSPROG: Analytic  
STA: DISC: Individual Dynamics        KEY: Bloom's: Synthesis