

Select the single best answer for each question or statement, then transfer your answers to the appropriate scan sheet provided.

1

Marketing assistant Jody has been having financial problems recently. She has been late with some bills, and has neglected other bills for months. She figures that if she can at least concentrate on her job, she will perform well enough to get a salary increase in four months. Any extra money she receives will be applied immediately toward rent reduction. During a product launch meeting, she feels a small vibration coming from her handbag, and recognizes that it is her cell phone indicating a call or text message is waiting. Jody peeks at her phone to see a text message from her landlord that states, "Pay \$750 by tomorrow or be evicted." Jody feels the urgent need to reply to the message, explaining that she will have the money in five days. Feeling panicked by the text message from her landlord, Jody simply picks up her cell phone and sends a brief message to her landlord, indicating her intention to pay within five days. She writes, "Can get the \$750 in five days, parents will help

- ☐ a. State that the message was urgent, but she agrees that she displayed poor interpersonal skill by responding immediately.
- ☐ b. Explain to her boss that she is good at multitasking, and therefore did not miss out on what was going on in the meeting.
- ☐ c. Explain to her boss that he is somewhat out of touch with the modern world of immediate communication.
- ☐ d. Point out to her boss that there is no formal organizational policy that prohibits responding to phone calls during a meeting.

2

Victoria and Ted are part of an environmental protection team for a large company that manufactures and distributes carbonated beverages, juice drinks, and snacks. A major part of their responsibilities as team members is to investigate how the company can become more environmentally friendly. Included on the eight-member team are packaging design specialists, biologists, marketing specialists, and a financial analyst. A good deal of heated discussion takes place on the team about methods of preserving the environment that would be cost effective and truly helpful to the environment. Both Victoria and Ted want to do a good job as well as be good team players. One day the team leader asks Victoria and Ted to perform an analysis of the type of trash found regularly in the company Dumpsters. In discussing the assignment with each other, the two teammates and friends agree that such an assignment is totally vile. To preserve their goal of being good team players, yet still enjoy their work

- _____ a. Explain to the team leader that they both want to be good organizational citizens, but garbage analysis is too far removed from their job description.
- _____ b. Acquire the necessary technical expertise, get the job done as quickly as possible, and don't criticize the assignment.
- _____ c. Explain to the team leader that analyzing the contents of a Dumpster does not fit the big picture of preserving the environment.
- _____ d. Explain to the team leader that his job is so important they would like to have three other team members' help with the garbage analysis so that any recognition from the task be shared with other team members

3

Kathy is an office manager at a growing law firm that specializes in pursuing awards for accident victims. She is assigned as the head of a problem-solving group to decide on where to locate a new, expanded office downtown. A major decision facing the group is to rent space in a sleek, new office building or renovate space in a former factory building. The space in the old factory building would have brick walls, and resemble a large loft. During the second meeting on this topic, the discussion has become quite heated, with comments such as these: "Are we going to look like a law firm, or a wild, creative advertising gang?" "The new office building might give the impression that we are a rich law firm exploiting our poor clients. The converted office building would look like we are human and caring." The mood of the problem-solving group is turning toward negativism and disagreement. Group leader Kathy might deal with the situation by:

- _____ a. insisting that no further discussion is warranted on how the office space will be perceived, because the discussion has turned ugly.
- _____ b. encouraging the group to take a vote now by secret ballot, because emotions have peaked.
- _____ c. encouraging the group to explore further the possible client perceptions associated with space in a modern office building versus a loft-type
- _____ d. focusing on the economic model of decision making, and encouraging the group to analyze the costs associated with the two types of office space.

4

Dillon is a website developer for a restaurant company that owns five popular restaurant chains. Most of these restaurants are run by franchise operators, yet many are run by the company. Company headquarters provides the websites for all the restaurants. Dillon enjoys his work, including the challenge of frequently updating the various websites to help attract viewer interest. However, his manager David, the director of information technology, often changes Dillon's modifications to the site. Furthermore, he often insults David with comments such as, "I think my twelve-year-old niece would do a better job updating our site." David often thinks, "Should I just quit? There must be a better website development job for me somewhere out there." Dillon's boss criticizes him again with the statement, "I think my twelve-year-old niece would do a better job updating our site." To best resolve the conflict, what response should Dillon make?

- ☐ a. "I want to improve our website. In what specific way would your niece do a better job?"
- ☐ b. "Back off, please. Bullying a subordinate is a human rights violation."
- ☐ c. "I doubt it. I once met your niece at a company picnic, and she gave me the impression of being a little dull."
- ☐ d. "You may be the boss. But one more insult and I quit."

5

Roberto has been a hard-working and high-performing distribution specialist for a food distribution company. Based on his good performance and positive interpersonal skills, he is appointed as team leader of the group that distributes food to schools and hospitals. Several weeks into the job, Roberto notices that the team of workers is really not working much like a team. The team members each seem to do their own job acceptably, but there is not a high level of cooperation and coordination among them. As Roberto begins his efforts to develop an effective team, a recommended starting point would be for him to:

- ☐ a. develop a team mission statement.
- ☐ b. create a list of punishments that will be administered if teamwork does not develop.
- ☐ c. lower performance standards to give the group a little room to focus on teamwork.
- ☐ d. explain to the group that since they are not yet a true team, almost all of their work will be closely monitored.

6

Antonia is the supervisor of consumer-products recycling at a large electronics recycler. The recycled products include PCs, laptop computers, smart phones, and cell phones. The profit margins are quite thin in consumer-products recycling. As a result, the recycling technicians must work rapidly to recycle enough material to cover expenses and make a profit. Many of the recycling technicians are people who have been given a second chance, such as former prisoners or drug addicts. Many of these workers have not yet developed a strong work ethic. Antonia has been instructed by higher management that she must rise to the challenge of keeping the workers strongly motivated. Antonia observes that one of her recycling technicians, Jack, has fallen short of his recycling quota for three consecutive weeks. Antonia questions Jack about his poor performance, and he responds, "I'm not as fast as some other guys. I guess I'm just a dumb ex-con." Antonia thinks that Jack is selling himself short,

- _____ a. the valences he has attached to the potential rewards are too high.
- _____ b. she thinks he is capable, and increases slightly his production goals.
- _____ c. his self-confidence might be too low for the task.
- _____ d. there is no guarantee that management will follow through with a reward if he does increase his production.

7

Steve is the cafeteria manager at the company headquarters of a major financial services firm located in Texas. He is well prepared and well experienced for his role as cafeteria manager, and aspires toward other positions in the company. Steve says, "Some people think I have reached my ceiling as cafeteria manager. I don't think so. I can see myself someday taking on other responsibilities, including become the facilities manager. If I continue to run an outstanding cafeteria and make the right connections, I can move up." Today the company is having a board meeting, and Steve, along with his staff, has been asked to prepare a special luncheon to be served in a conference room. All of top management will be attending. To gain political advantage of this situation, what do you recommend that Steve do?

- _____ a. Go beyond the call of duty and prepare an elegant meal, yet one that does not reflect imprudent spending. If Steve is complimented, he will share credit with his staff
- _____ b. Prepare a thirty-second speech about his capabilities that he will present to any executive with whom he interacts.
- _____ c. Maintain a low profile, but leave a card at each plate setting with his Twitter and Facebook addresses.
- _____ d. While the meal is being served, inform the members present that he has ambitions beyond the role of cafeteria manager.

8

Karen is an outside sales representative for a distributor of heavy construction equipment, such as forklift trucks, cranes, and bulldozers. Her company distributes products for both domestic and foreign companies. Although her company has been enjoying a 34 percent increase in sales this year, management wants her to increase her orders to help make up for three mediocre years the company has experienced. At the same time, several of Karen's customers have complained that a line of imported small bulldozers has been difficult to start. Karen's first field visit today is with Bedford Construction, which has a contract to demolish an old office building located in the commercial district. She visits them at the downtown site, and engages in conversation with project manager Rob. Although Rob does not have the authority to make an equipment purchase at the site, he has the authority to make recommendations to the company owners. After about one minute of small talk about the weather an

- _____ a. We have sold dozens of these forklifts in cold regions. So far, no problems.
- _____ b. We sold you a forklift, not a Mercedes or a Cadillac.
- _____ c. I am sorry that the forklift has some problems starting in cold weather. Let's work on the problem together.
- _____ d. I need evidence that you really have a problem.

9

Bruce is the administrative support manager at a large legal firm. His managerial duties include purchasing supplies and equipment, human resource management, and supervising the support staff. The law firm has been cited by the state bar association for engaging in several unethical practices, such as overcharging clients and advertising too aggressively. The partners at the firm have therefore decided that the law firm must reestablish its reputation by being highly ethical in dealing with the public and employees. One of the senior partners in the firm says that he has a niece he thinks would be a good fit for an internship with the firm this summer. The partner, Ronald, says that his niece, Charlotte, is a kid with great potential as a lawyer. However, Ronald believes that a human resource professional, such as Bruce, should also interview her to help determine her suitability for the firm. As part of the screening, Bruce conducts an Internet search and finds out that a few years a

- _____ a. State that he is searching for more responsibility in a higher-paying field.
- _____ b. State that it would be best for the prospective employer to decide where he best fits.
- _____ c. State that he is searching for a position in retail management.
- _____ d. State that he searching for a position as a discount-store manager.

At age twenty-four, DeShaun had earned a business degree and aspires to becoming a retail executive. To launch his career, he took a retailing position that would give him the biggest responsibility at an early age, the manager of a dollar store. After two years as manager, DeShaun has performed outstandingly well. Sales have exceeded quota in his store, employee turnover is well below average, and inventory shrinkage (theft) is below average. DeShaun feels that he is ready to advance his career. After a couple of months of conducting his job search externally, DeShaun has attained a few promising leads. However, he decides also to concentrate on other approaches to career advancement. From the information you have about DeShaun, what do you recommend as a next step in career advancement for him?

- _____ a. Request an interview with his boss, and document what he has accomplished at his store during his two years. Then have a cordial discussion about possible career management opportunities at the chain.
- _____ b. Regularly wear a suit, tie, and wing tip shoes to the dollar store so he will stand out.
- _____ c. Work with a coach to develop a personal brand that goes beyond being a manager at a discount retailer.
- _____ d. Attempt to make a career switch by preparing for another field, such as conserving the environment (a "green" job).

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