

Test File: mod01, Chapter 01: Managers and the Management Process

Multiple Choice

1. A person who supports and is responsible for the work of others is called a(n)
- a) leader.
 - b) manager.
 - c) employee.
 - d) shareholder.

Answer: b

Bloom's: Knowledge

Level: Easy

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

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

2. The three levels of management are
- a) first, second, and third.
 - b) technical, conceptual, and human.
 - c) directorial, upper, and bottom.
 - d) top, middle, and first-line.

Answer: d

Bloom's: Knowledge

Level: Easy

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

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

3. At First United Bank, division managers, regional managers, and branch managers would be known as
- a) first-line managers.
 - b) middle managers.
 - c) top managers.
 - d) nonmanagerial workers.

Answer: b

Bloom's: Application

Level: Medium

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

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

4. Susan is a manager who oversees the work of large departments or divisions consisting of several smaller teams at XYZ, Inc. Susan would be considered a
- a) CEO.
 - b) first line manager.
 - c) director.
 - d) middle manager.

Answer: d

Bloom's: Application

Level: Medium

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

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

5. Andy is a middle manager at ABC Industries, who would he report to?
- a) First line manager
 - b) Vice president
 - c) Chairman of the board
 - d) President

Answer: b

Bloom's: Application

Level: Medium

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

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

6. Tom is responsible for a group of manufacturing assembly workers who report to him. Tom is a _____ manager.
- a) top
 - b) first-line
 - c) middle
 - d) senior

Answer: b

Bloom's: Application

Level: Medium

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

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

7. Top level managers focus on
- a) short term plans.
 - b) long term success.
 - c) middle managers.
 - d) the board of directors.

Answer: b

Bloom's: Knowledge

Level: Medium

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

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

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

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

Answer: c

Bloom's: Knowledge

Level: Easy

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

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

9. The primary responsibility of the board of directors is to _____.

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

Answer: b

Bloom's: Knowledge

Level: Medium

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

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

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

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

Answer: d

Bloom's: Knowledge

Level: Easy

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

Section Reference: Accountability is a cornerstone of managerial performance.

11. Managers have a(n) _____ on those who report to them.

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

Answer: b

Bloom's: Knowledge

Level: Easy

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

Section Reference: Accountability is a cornerstone of managerial performance.

12. Which of the following is **NOT** one of the quality of work life (QWL) issues?

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

Answer: d

Bloom's: Knowledge

Level: Medium

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

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

13. Effective managers help others to achieve high performance and _____ in their work.

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

Answer: d

Bloom's: Knowledge

Level: Medium

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

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

14. Which of the following management issues is most associated with the concept of "quality of work life" or QWL?

- a) Continuous improvement
- b) Job satisfaction
- c) Total quality management
- d) Customer service

Answer: b

Bloom's: Knowledge

Level: Medium

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

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

15. The upside down pyramid clearly shows that the job of top level managers is to support all **EXCEPT**

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

Answer: d

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Identify and apply the concepts of the chapter.

Section Reference: Chapter Review

16. The process of arousing enthusiasm and inspiring efforts to achieve goals is called

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

Answer: a

Bloom's: Knowledge

Level: Easy

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

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

17. The process of assigning tasks, allocating resources, and coordinating the activities of individuals and groups is known as

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

Answer: a

Bloom's: Knowledge

Level: Easy

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

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

18. When Julie is focused on measuring performance and correcting as necessary, she is focusing on which of these managerial functions?

- a) Control
- b) Leading
- c) Organizing
- d) Planning

Answer: a

Bloom's: Application

Level: Medium

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

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

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

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

Answer: d

Bloom's: Comprehension

Level: Medium

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

Section Reference: Managers enact informational, interpersonal, and decisional roles.

20. When Jose acts as a resource allocator or negotiator for his organization, he is acting in a(n) _____ role.

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

Answer: b

Bloom's: Application

Level: Medium

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

Section Reference: Managers enact informational, interpersonal, and decisional roles.

21. Which of the following set of skills is most important at lower organizational levels?

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

Answer: c

Bloom's: Knowledge

Level: Medium

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

Section Reference: Managers use a variety of technical, human, and conceptual skills.

22. The ability to work well in cooperation with other people refers to which skill?

- a) Conceptual
- b) Decisional
- c) Technical
- d) Human/emotional intelligence

Answer: d

Bloom's: Knowledge

Level: Medium

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

Section Reference: Managers use a variety of technical, human, and conceptual skills

23. Which of the following skills is the **least** necessary to senior managers?

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

Answer: a

Bloom's: Knowledge

Level: Medium

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

Section Reference: Managers use a variety of technical, human, and conceptual skills

24. Of the following, which is **NOT** one of the six “must have” managerial skills?

- a) Self-management

- b) Critical thinking
- c) Professionalism
- d) Expressiveness

Answer: d

Bloom's: Comprehension

Level: Difficult

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

Section Reference: Managers can and should learn from experience.

25. The worldwide interdependence of resource flows, product markets, and business competition is called

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

Answer: c

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Globalization and job migration are changing the world of work.

26. Contracting for work that is performed by workers in other countries is called

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

Answer: d

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Globalization and job migration are changing the world of work.

27. The oversight of corporate management by the board of directors is called

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

Answer: b

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Identify important career issues in the workplace.

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

28. _____ describes the composition of a workforce based on factors such as race, gender, age, religious affiliation, sexual orientation, and able-bodiedness.

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

Answer: d

Bloom's: Knowledge

Level: Medium

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Diversity and discrimination are continuing social priorities.

29. By 2030, more than _____ percent of the population of the United States will be aged 65+ years.

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

Answer: b

Bloom's: Knowledge

Level: Difficult

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Diversity and discrimination are continuing social priorities.

30. _____ is the display of negative irrational attitudes toward women or minorities.

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

Answer: d

Bloom's: Knowledge

Level: Medium

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Diversity and discrimination are continuing social priorities.

31. The lack of women and minorities in senior management positions can be explained by _____.

- a) director make up
- b) the glass ceiling effect
- c) statistics
- d) historical data

Answer: b

Bloom's: Comprehension

Level: Medium

Learning Objective 3: Identify and apply the concepts of the chapter.

Section Reference: Chapter Review

32. The collective brainpower or shared knowledge of a workforce is called _____.

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

Answer: a

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Intellectual capital and self-management skills are essential for career success

33. Refusing to hire or promote a person in a minority group for reasons other than their qualifications refers to

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

Answer: c

Bloom's: Knowledge

Level: Medium

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Intellectual capital and self-management skills are essential for career success

34. Intellectual capital = _____.

- a) Competency $\times$ Commitment

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

Answer: a

Bloom's: Knowledge

Level: Medium

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Intellectual capital and self-management skills are essential for career success

35. A shamrock organization operates with all of the following **EXCEPT**

- a) full time workers.
- b) part time employees.
- c) independent contractors.
- d) shareholders.

Answer: d

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Intellectual capital and self-management skills are essential for career success

True/False

36. In a typical business, vice president of marketing would be an example of a middle manager.

Answer: False

Bloom's: Comprehension

Level: Medium

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

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

37. Generally in effective organizations, there is only one type and one level of manager.

Answer: False

Page: See page 4

Level: Easy

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

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

38. Interestingly, the levels of work and responsibility remain fairly constant in management, regardless of position in the organization.

Answer: False

Bloom's: Knowledge

Level: Medium

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

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

39. In nonprofit organizations, the “board of directors” is often called the “board of trustees.”

Answer: True

Bloom's: Knowledge

Level: Medium

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

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

40. In the traditional organization, accountability flows downward.

Answer: False

Bloom's: Knowledge

Level: Medium

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

Section Reference: Accountability is a cornerstone of managerial performance..

41. Your text author defines effective manager as someone who successfully helps others achieve both high performance and satisfaction in their work.

Answer: True

Bloom's: Knowledge

Level: Medium

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

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

42. Research finds that today, the “best” managers are order-givers, who focus mainly on giving clear directions.

Answer: False

Bloom's: Knowledge

Level: Medium

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

Section Reference: Managers must meet multiple and changing expectations.

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

Answer: False

Bloom's: Knowledge

Level: Medium

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

Section Reference: Managers must meet multiple and changing expectations.

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

Answer: False

Bloom's: Knowledge

Level: Medium

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

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

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

Answer: False

Bloom's: Comprehension

Level: Difficult

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

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

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

Answer: False

Bloom's: Knowledge

Level: Easy

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

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

47. One way of looking at the work of managers is to consider their key “roles,” primarily the informational, technical, and decisional roles.

Answer: False

Bloom’s: Knowledge

Level: Medium

Learning Objective 2: Identify and apply the concepts of the chapter.

Section Reference: Chapter Review

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

Answer: False

Bloom’s: Knowledge

Level: Medium

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

Section Reference: Managers enact informational, interpersonal, and decisional roles.

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

Answer: True

Bloom’s: Knowledge

Level: Medium

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

Section Reference: Managers pursue action agendas and engage in networking.

50. Through networking, managers build and maintain positive relationships with other people, ideally those whose help might be useful someday.

Answer: True

Bloom’s: Knowledge

Level: Medium

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

Section Reference: Managers pursue action agendas and engage in networking.

51. Upon entry into a career, one’s technical skills tend to be critical.

Answer: True

Bloom’s: Knowledge

Level: Easy

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

Section Reference: Managers use a variety of technical, human, and conceptual skills.

52. The two primary areas of skill in emotional intelligence are connection with self and connection with others.

Answer: True

Bloom's: Knowledge

Level: Medium

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

Section Reference: Managers use a variety of technical, human, and conceptual skills.

53. Once you have completed your college degree, you will finally be free of the need to keep learning!

Answer: False

Bloom's: Knowledge

Level: Easy

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

Section Reference: Managers can and should learn from experience.

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

Answer: True

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Globalization and job migration are changing the world of work.

55. If ABC International is involved in moving jobs from domestic to foreign locations, they are said to be engaging in reshoring.

Answer: False

Bloom's: Application

Level: Medium

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Globalization and job migration are changing the world of work.

56. Ethics is a code of moral principles that sets standards of conduct for what is "good" and "right" as opposed to "bad" or "wrong."

Answer: True

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Identify important career issues in the workplace.

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

57. The U.S. Census Bureau predicts that by 2020 whites will constitute less than 33% of the population (versus 50% in 1960), and the combined populations of African Americans, Native Americans, Asians, and Hispanics will be the new majority.

Answer: False

Bloom's: Knowledge

Level: Difficult

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Diversity and discrimination are continuing social priorities.

58. The first leaf in Handy's shamrock organization is a core group of permanent, full-time employees with critical skills, who follow standard career paths.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Intellectual capital and self-management skills are essential for career success.

Fill-in-the-Blank

59. _____ are persons who directly supervise, support, and help activate work efforts of others to achieve performance goals.

Answer: Managers

Bloom's: Knowledge

Level: Easy

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

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

60. _____ managers oversee the work of large departments or divisions consisting of several smaller teams.

Answer: Middle

Bloom's: Knowledge

Level: Medium

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

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

61. The board of directors in a business organization is elected by the _____.

Answer: stockholders

Bloom's: Knowledge

Level: Medium

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

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

62. _____ describes the requirement of one person to answer to a higher authority, for performance achieved in their area of responsibility.

Answer: Accountability

Bloom's: Knowledge

Level: Easy

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

Section Reference: Accountability is a cornerstone of managerial performance.

63. A manager is held accountable by _____ and is dependent upon his/her _____.

Answer: upper or top management; subordinates or employees

Bloom's: Knowledge

Level: Difficult

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

Section Reference: Accountability is a cornerstone of managerial performance

64. The _____ view of organizations puts customers at the top and being served by non-managerial workers who are supported by team leaders and higher-level managers.

Answer: upside-down pyramid

Bloom's: Knowledge

Level: Medium

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

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

65. Today, managers are more often seen as _____ rather than as order-givers.

Answer: coordinators or coaches

Bloom's: Knowledge

Level: Medium

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

Section Reference: Managers must meet multiple and changing expectations.

66. The four key functions of management are _____, _____, _____, and _____.

Answer: planning; organizing; leading; controlling

Bloom's: Knowledge

Level: Easy

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

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

67. Through _____, managers develop action priorities.

Answer: agenda setting

Bloom's: Knowledge

Level: Medium

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

Section Reference: Managers pursue action agendas and engage in networking.

68. Katz argues that managers need three essential skill sets to be successful, including _____, _____, and _____ skills.

Answer: technical, human; conceptual

Bloom's: Knowledge

Level: Easy

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

Section Reference: Managers use a variety of technical, human, and conceptual skills.

69. One approach to evaluating the human skills of managers is to look at their level of _____.

Answer: emotional intelligence

Bloom's: Knowledge

Level: Medium

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

Section Reference: Managers use a variety of technical, human, and conceptual skills.

70. Of the skills required in management, the one that typically grows in importance as one moves up in managerial responsibility is _____ skill.

Answer: conceptual

Bloom's: Knowledge

Level: Medium

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

Section Reference: Managers use a variety of technical, human, and conceptual skills

71. _____ is the continuous learning from daily experiences.

Answer: Lifelong learning

Bloom's: Knowledge

Level: Medium

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

Section Reference: Managers can and should learn from experience.

72. _____ is a code of moral principles that sets standards of conduct for what is "good" and "right" as opposed to "bad" or "wrong."

Answer: Ethics

Bloom's: Knowledge

Level: Easy

Learning Objective 3: Identify important career issues in the workplace.

Section Reference: Globalization and job migration are changing the world of work.

73. _____ is the ability to understand oneself, exercise initiative, accept responsibility, and learn from experience.

Answer: Self-management

Bloom's: Knowledge

Level: Medium

Learning Objective 3: Identify important career issues in the workplace

Section Reference: Intellectual capital and self-management skills are essential for career success.

Essay

74. Why is the job of managing so challenging?

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

Bloom's: Evaluation

Level: Medium

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

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

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

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

Section Reference 3: Managerial work is often intense and demanding.

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

75. Name the three levels of management and define their primary responsibilities.

Answer: The levels of management are top, middle and first-line. Top level managers are responsible for the overall performance of the organization, overseeing middle managers and long term strategic planning. Middle managers report to the top level managers and are responsible for overseeing the first-line managers and short term strategic planning. First-line managers oversee non-managerial employees and are responsible for day to day tactical operations.

Bloom's: Knowledge, Synthesis

Level: Easy

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

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

76. Why might emotional intelligence be so important in a managerial position?

Answer: Since managers work through other people, and since actions speak louder than words, effective managers must be touch with and in control of themselves first, in order to set the example for their followers. In addition, managers need to be able to reach out to where their followers are, understand where they are, and be able to lead them to where they would like the followers to be. All of this is based on the ability of the manager to understand self and connect with others, the essence of emotional intelligence.

Bloom's: Evaluation, Synthesis

Level: Medium

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

Section Reference: Managers use a variety of technical, human, and conceptual skills.

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

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

Bloom's: Knowledge, Synthesis

Level: Medium

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

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

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

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

Bloom's: Synthesis

Level: Medium

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

Section Reference: Managers use a variety of technical, human, and conceptual skills.

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

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

Bloom's: Synthesis

Level: Medium

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

Section Reference: Managers enact informational, interpersonal, and decisional roles.

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

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

Bloom's: Synthesis

Level: Medium

Learning Objective 3: Identify important career issues in the workplace

Section Reference: Intellectual capital and self-management skills are essential for career success.