

Assessment

Excellence in Management ***Revised Edition***

The objectives of this book are:

- To explain techniques for effective goal setting
- To teach managers how to recognize and reward positive performance
- To illustrate how to handle employee work-related problems
- To show how managers can communicate and remain flexible
- To introduce the steps to hiring the best people
- To provide methods that create uncommon teamwork



Assessment Questions for *Excellence in Management, Revised Edition*

Select the best response.

1. Which of the following is not an appropriate response if an employee fails to achieve a goal?
 - A. Identifying what was learned
 - B. Setting new, specific goals
 - C. Withholding recognition for partial achievement
2. Which is more important?
 - A. *That* you set goals
 - B. *How* you set goals
3. If employees do not respond to requests for goal setting, a manager should:
 - A. Be flexible by not giving a specific deadline
 - B. Not ask again in case it causes resentment
 - C. Ask again
 - D. Give them time during a goal-setting meeting to complete the form
4. Once a goal is set, you should not readjust or redefine it.
 - A. True
 - B. False
5. According to studies, which of the following is the top job satisfier for employees?
 - A. Good working conditions
 - B. Good pay
 - C. Interesting work
 - D. Job security
 - E. Opportunity for growth

6. What do most managers mistakenly think is the number one motivator?
 - A. Pay
 - B. Good relationships with co-workers
 - C. Being part of a team
 - D. Public recognition for a job well done
7. When providing employee recognition, you should avoid:
 - A. Talking non-business with employees
 - B. Saying thank you
 - C. Buying an employee lunch for an achievement
 - D. Recognizing only top performers
8. Which of the following are important conditions of motivating employees?
 - A. Understanding an individual's desires
 - B. Removing barriers to success
 - C. Providing recognition and reward
 - D. All of the above
 - E. None of the above
9. If you have a work-related problem with an employee:
 - A. You should wait until absolutely necessary to confront him/her
 - B. Deal with it right away
 - C. Address the problem generally and avoid specifics
 - D. A and C
10. Your management style should:
 - A. Depend more on your own experience and personality
 - B. Depend more on the needs of the employee
 - C. Depend on the task that needs to be done
11. Because the communication "climate" between managers and employees is caused by what people do, it can be managed.
 - A. True
 - B. False

12. The first ingredient of effectively listening is:
- A. Using the person's name
 - B. Paraphrasing
 - C. Wanting to listen
13. Which is not a characteristic of a good team?
- A. Team mission and goals are clear and written
 - B. Nobody disagrees or confronts
 - C. Team training is provided for members
 - D. Progress is measured and rewarded regularly
14. Teamwork does not:
- A. Increase productivity
 - B. Require more management support
 - C. Decrease grievances
 - D. Improve decision making
15. If you have problems with employees:
- A. It means you are not taking risks to improve results
 - B. You should not reprimand the person
 - C. You should not address them immediately
 - D. Be specific about what is wrong when you talk with the employee
16. It is acceptable to confront a problem employee if it is done constructively.
- A. True
 - B. False
17. Which of the following has the greatest impact on the outcome of your communication?
- A. Body language
 - B. Voice tone
 - C. Words

18. With which type of employee does a manager need to use a counseling style?
- A. The Star
 - B. The Trainee
 - C. The Learner
 - D. Dependable
19. The best time to recruit is:
- A. As soon as you know you will have an opening
 - B. All the time
 - C. Once a year
 - D. Only when you have a need
20. Which is not a common hiring problem?
- A. Bias stereotypes
 - B. Hiring too slowly
 - C. Missing important information
 - D. Letting one good or bad trait influence the decision
21. When selecting the right person for the job, the best predictor of future performance is:
- A. How willing the applicant is to ask you questions in the interview
 - B. The strength of referrals
 - C. Salary history
 - D. Past performance
22. It is acceptable to engage in introductory small talk in an interview.
- A. True
 - B. False
23. When interviewing, you should not:
- A. Administer assessment tools
 - B. Make decisions solely on “gut feelings”
 - C. Take notes
 - D. Ask pre-planned questions

24. Interview questions you should avoid are those that ask about:
- A. Height, weight, hair and eye color
 - B. Arrest history
 - C. Whether the employee has a car
 - D. Age
 - E. All of the above
25. Teamwork is a natural process that comes easily to most people.
- A. True
 - B. False

Answer Key for *Excellence in Management, Revised Edition*

Recommended response (Corresponding workbook page)

1. C (33)	6. A (45)	11. A (80)	16. A (52)	21. D (104)
2. A (32)	7. D (46)	12. C (83)	17. A (87)	22. A (109)
3. D (28)	8. D (37)	13. B (125)	18. C (60)	23. B (111)
4. B (32)	9. B (51)	14. B (119)	19. B (97)	24. E (115-16)
5. C (44)	10. B (59)	15. D (51)	20. B (99)	25. B (18)