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Principles of Management at Western Governors University(IAC1)

WGU Principles-of-Management

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QUESTION NO: 1

A manager is selecting a team leader for a position that requires coordinating several employees, resolving customer issues, and adjusting work priorities throughout the day. Two candidates have similar technical expertise. Which selection method would provide the most job-related evidence of leadership capability?

Choose 1 answer

A. An unstructured interview with the manager

B. A personality test focused on general preferences

C. A work-sample exercise using realistic leadership situations

D. A review of technical certifications

ANSWER: C

Explanation:

A work-sample exercise using realistic leadership situations is correct because it directly evaluates how candidates perform tasks that resemble the work of the position. A structured exercise can require candidates to prioritize competing demands, communicate with employees, and respond to a customer problem using consistent evaluation criteria.

An unstructured interview can provide useful information, but it is more vulnerable to inconsistent questioning and subjective impressions. A personality test may measure traits associated with behavior, but it does not directly demonstrate leadership performance in job-relevant situations. Reviewing technical certifications confirms knowledge but does not show how a candidate coordinates people and manages competing responsibilities.

QUESTION NO: 2

Wardrobe Web. Inc., wants to analyze defects such as late delivery, wrong shipment, and poor customerservice. Which process should the company use? Choose 1 answer

A. Statistical analysis

B. Job analysis

C. Social constructivist analysis

D. Objective analysis

ANSWER: A

Explanation:

Statistical analysis is the appropriate process because the company is examining recurring, measurable service defects. It enables managers to collect data on each defect category, such as the number of late deliveries, incorrect shipments, and customer-service failures, then organize and compare those data over a defined period. This makes it possible to identify patterns, determine which problems occur most frequently, monitor variation, and prioritize improvement work where it will have the greatest operational and customer impact.

In quality management, statistical tools turn individual incidents into evidence that supports better decisions. For example, a Pareto analysis can show which defect types account for the largest share of complaints, while trend and control-chart data can help a team determine whether process performance is stable or whether unusual variation requires investigation. Managers can then establish a baseline, implement a process change, and measure whether the defect rate improves. The American Society for Quality describes statistical process control as using statistical techniques to monitor and control a process, and NIST provides guidance on statistical methods for process monitoring and improvement. See ASQ's Statistical Process Control resource and the NIST/SEMATECH Process Monitoring and Control chapter.

QUESTION NO: 3

What is the activity called when a corporate project team is created to develop a new product? Choose 1 answer

A. Competitive innovation

B. Intrapreneurship

C. Venture capitalism

D. Benchmarking

ANSWER: B

Explanation:

Intrapreneurship is the practice of applying entrepreneurial initiative within an established organization. A company can support intrapreneurship by creating a dedicated internal project team and giving it the responsibility, resources, and latitude to explore an opportunity and develop a new product. Although the employees remain part of the corporation, they work in an entrepreneurial manner: identifying opportunities, experimenting with ideas, accepting measured risk, and converting an innovation into a product or service that can create value for the organization. This approach enables an existing business to pursue innovation without requiring employees to leave the company and establish an independent startup. The new-product focus in the question is a core application of intrapreneurial activity, because the internal team is acting as an entrepreneurial unit while using the parent organization's capabilities, funding, knowledge, and infrastructure. The concept is widely recognized in management and entrepreneurship literature as a way organizations renew themselves and create new ventures or offerings from within. See the Encyclopaedia Britannica definition of intrapreneurship and the Corporate Finance Institute overview of intrapreneurship.

QUESTION NO: 4

A manager receives a complaint that an employee made repeated offensive remarks during team meetings. The manager interviews the employee who reported the conduct, reviews meeting records, speaks with relevant witnesses, and documents the findings before deciding whether discipline is warranted.

Which management principle is most clearly reflected by this process?

Choose 1 answer

A. Employee empowerment

B. Progressive discipline

C. Due process

D. Job enrichment

ANSWER: C

Explanation:

Due process is correct because the manager is gathering relevant information, allowing the allegation to be investigated, and documenting the basis for a decision before imposing discipline. This approach promotes fairness, consistency, and defensible personnel decisions.

Employee empowerment involves granting employees discretion and authority. Progressive discipline concerns the sequence of corrective actions that may be used after a decision is made. Although discipline may ultimately occur, the scenario emphasizes fair investigation before determining an outcome.

QUESTION NO: 5

A consumer-products company organizes its employees into separate units for home-cleaning products, personal-care products, and food products. Each unit has its own marketing, operations, and finance personnel and is accountable for the performance of its product line.

Which type of departmentalization does the company use?

Choose 1 answer

A. Functional departmentalization

B. Product departmentalization

C. Geographic departmentalization

D. Customer departmentalization

ANSWER: B

Explanation:

Product departmentalization is correct because employees and business functions are grouped around distinct product lines. Each unit contains the capabilities needed to manage and support its own category of products.

Functional departmentalization groups employees with similar specialized activities, such as all marketing employees or all finance employees, in one department. Geographic and customer departmentalization instead group work according to location or customer segment. The scenario is organized around the products offered.

QUESTION NO: 6

Which management process has the benefits of group problem solving, information sharing, and cooperation across business functions? Choose 1 answer

A. Change Control

B. Total Quality Management

C. Total Control Management

D. Criteria for Growth

ANSWER: B

Explanation:

Total Quality Management is correct because it is an organization-wide management philosophy that makes quality the responsibility of every function and employee, rather than assigning it solely to a quality-control department. It relies on employees working collaboratively to identify process problems, analyze their causes, share operational knowledge, and make continual improvements. Those practices directly create the stated benefits: group problem solving draws on the knowledge of people closest to a process, information sharing helps teams understand upstream and downstream effects, and cross-functional cooperation prevents departments from optimizing their work in isolation.

In a Total Quality Management environment, managers support teams that may include people from operations, marketing, finance, customer service, and other relevant functions. This broad participation helps the organization focus on customer requirements and improve whole processes, including the handoffs between departments. Continuous improvement, employee involvement, fact-based decision-making, and a customer focus are central features of the approach. The American Society for Quality describes Total Quality Management as a customer-focused management framework involving all employees in continual improvement; see ASQ's Total Quality Management resource. Additional background on quality-management principles is available from the International Organization for Standardization.

QUESTION NO: 7

In which situation does religious preference inappropriately affect decision making? Choose 1 answer

A. A company allows two days off per year for religious celebrations to all employees regardless of religious affiliation.

B. A manager refuses to participate in an event that conflicts with the manager's personal religious beliefs.

C. A real estate agent uses her religious background as a basis for accepting bids on property that is for sale.

D. An individual follows religious dietary restrictions while at work regardless of the religious beliefs of others.

ANSWER: C

Explanation:

A real estate agent uses her religious background as a basis for accepting bids on property that is for sale. is correct because it allows the agent's personal religious preference to determine a business decision affecting access to housing. Bid selection should be based on legitimate, consistent transaction-related criteria, such as the offer amount, financing terms, contingencies, timing, and seller-approved requirements—not on the agent's religious identity or beliefs. When religious preference influences which prospective buyer receives fair consideration, the decision is no longer impartial and can create unequal treatment in a housing transaction.

Religion is a protected characteristic under the federal Fair Housing Act. Housing professionals have a responsibility to conduct transactions without discrimination and to avoid decisions that limit, steer, favor, or disadvantage people because of religion. Applying religious preference to the acceptance of bids undermines fair treatment, introduces personal bias into a professional responsibility, and may expose the agent and organization to legal and ethical consequences. The U.S. Department of Housing and Urban Development explains that the Fair Housing Act prohibits discrimination in housing because of religion: HUD Fair Housing Act overview. Additional federal guidance on religious discrimination is available from the U.S. Department of Justice Housing and Civil Enforcement Section.