

RUTGERS INTRODUCTION TO MANAGEMENT PRACTICE EXAM (SAMPLE) STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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THE FULL VERSION STUDY GUIDE

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. Which ethics framework emphasizes the greatest good for the greatest number?**
 - A. Rights-based ethics
 - B. Utilitarian ethics
 - C. Justice ethics
 - D. Virtue ethics
- 2. Who ultimately holds decision-making authority in a corporation?**
 - A. Shareholders
 - B. Board of Directors
 - C. Chief Executive Officer
 - D. Managers
- 3. Which term describes reducing hierarchical levels to create a flatter organizational structure?**
 - A. Centralization
 - B. Flatter the organization
 - C. Bureaucracy
 - D. Matrix Structure
- 4. Kotter's eight steps for leading change include which action?**
 - A. Create Urgency
 - B. Form Guiding Coalition
 - C. Develop Vision And Strategy
 - D. Communicate Vision
- 5. A project lifecycle includes stages from start to finish. Which is a typical phase?**
 - A. Budgeting
 - B. Initiation
 - C. Hiring
 - D. Marketing

- 6. What best defines a Task Force in organizational design?**
- A. A cross-functional group assembled to address a specific coordination need, such as developing a new product.
 - B. A permanent committee within a single department handling routine tasks.
 - C. An individual assigned full control over a project.
 - D. A hierarchical body that reports directly to the CEO.
- 7. Cross-functional teams are described as...**
- A. Teams limited to a single function
 - B. Temporary project groups with no ongoing responsibility
 - C. Teams made up of members from multiple groups with ongoing responsibility for a key activity
 - D. Teams assembled to handle routine maintenance
- 8. A narrower span of control implies which of the following?**
- A. More direct reports
 - B. Fewer direct reports
 - C. Wider span of control
 - D. Higher budgets
- 9. In HR management, how does a skill differ from a competence?**
- A. A skill is a general capability combining knowledge, behavior, and outcomes.
 - B. A skill is a specific ability; competence is broader, integrating knowledge, behavior, and outcomes.
 - C. Skill and competence are identical in HR practice.
 - D. Competence refers only to technical expertise.
- 10. To which concept does bounded rationality lead decision makers?**
- A. Optimize with perfect information.
 - B. Ignore time constraints.
 - C. Satisfice due to information limits, cognitive limits, and time.
 - D. Make random choices.

Answers

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1. B
2. A
3. B
4. D
5. B
6. A
7. C
8. B
9. B
10. C

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Explanations

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1. Which ethics framework emphasizes the greatest good for the greatest number?

- A. Rights-based ethics
- B. Utilitarian ethics**
- C. Justice ethics
- D. Virtue ethics

The main idea here is evaluating actions by their consequences to maximize overall welfare. Utilitarian ethics asks which action will produce the most happiness or least suffering for the greatest number of people, so the right choice is the one that raises total well-being, not merely adheres to rules or reflects a particular character. This framework focuses on outcomes and the sum of benefits and harms across everyone affected. Jeremy Bentham and John Stuart Mill argued that we should aim to maximize utility, often framed as happiness or welfare, and sometimes weighed through a form of cost-benefit reasoning to determine the best overall result. Other ethical approaches emphasize different anchors. Rights-based ethics centers on respecting fundamental rights regardless of total happiness. Justice ethics concentrates on fair distribution and equity, sometimes prioritizing fairness over sheer aggregate welfare. Virtue ethics focuses on the character and virtues of the person acting rather than the consequences of a specific action. Because utilitarianism is defined by its outcome-driven aim to maximize the greatest good for the greatest number, it best fits the described criterion.

2. Who ultimately holds decision-making authority in a corporation?

- A. Shareholders**
- B. Board of Directors
- C. Chief Executive Officer
- D. Managers

Ownership gives the ultimate decision-making power in a corporation. Shareholders are the owners of the business, and they hold the right to vote on major issues and to elect or remove the board of directors. The board acts as the steward of the owners' interests, setting broad policy, supervising management, and making key strategic decisions. The CEO and managers handle day-to-day operations and implement the board's direction, effectively running the company on a daily basis. If shareholders collectively disagree with how the company is being run or with major strategic choices, they can influence outcomes by changing the board through elections or other governance mechanisms. This structure creates a clear separation between ownership and control: owners influence the big-picture direction through the board, while managers execute that direction under the board's oversight. In practice, the board's role as the owners' representative is what grants shareholders the ultimate authority, even though they don't manage daily activities themselves.

3. Which term describes reducing hierarchical levels to create a flatter organizational structure?

- A. Centralization
- B. Flatter the organization**
- C. Bureaucracy
- D. Matrix Structure

Reducing hierarchical levels to create a flatter organizational structure is called flattening the organization (also known as delayering). The idea is to trim the layers of management so the chain of command is shorter, which speeds up decision-making, improves communication, and gives employees more autonomy and visibility. Centralization, by contrast, focuses authority at the top and does not inherently reduce layers. Bureaucracy refers to a formal, rule-driven system that often features many procedures and layers, not the aim of shortening the hierarchy. A matrix structure mixes reporting lines across functions or projects, creating dual accountability rather than simply removing levels. So, the term that best describes reducing levels to achieve a flatter structure is flattening the organization.

4. Kotter's eight steps for leading change include which action?

- A. Create Urgency
- B. Form Guiding Coalition
- C. Develop Vision And Strategy
- D. Communicate Vision**

Communicating the vision is the action that Kotter treats as essential for turning a strategic idea into everyday practice. After you create urgency, build a guiding coalition, and develop a clear vision and strategy, you must broadcast that vision so everyone in the organization understands what change looks like in practice and why it matters. Clear, repeated communication helps people see how their roles fit into the change, reduces ambiguity, and builds broad-based buy-in and momentum for action. Without this widespread, ongoing communication, even a strong vision can fail to take root. The other options are indeed steps in Kotter's model, but the act of conveying the vision to the entire organization is the mechanism that aligns people and sustains the effort, which is why it's the best answer here.

5. A project lifecycle includes stages from start to finish. Which is a typical phase?

- A. Budgeting
- B. Initiation**
- C. Hiring
- D. Marketing

In project management, the lifecycle begins with an initiation phase where the project is defined and authorized. This stage clarifies the purpose, sets high-level objectives, outlines the scope, identifies key stakeholders, and determines whether the project should proceed. The formal authorization, often captured in a project charter, creates a shared understanding and gives the green light to move into detailed planning. Budgeting, hiring, and marketing are typically addressed later—within planning or execution—rather than being the initial phase of the lifecycle. Initiation establishes the foundation and alignment needed before any detailed work begins.

6. What best defines a Task Force in organizational design?

- A. A cross-functional group assembled to address a specific coordination need, such as developing a new product.
- B. A permanent committee within a single department handling routine tasks.
- C. An individual assigned full control over a project.
- D. A hierarchical body that reports directly to the CEO.

A task force is a temporary, cross-functional group formed to tackle a specific coordination need, bringing together people from multiple parts of the organization to pool diverse expertise and move quickly toward a defined objective—an example being the development of a new product. Once the goal is reached, the group disbands, which sets it apart from ongoing, department-only committees that handle routine tasks. It also differs from assigning one person full control over a project, which concentrates authority, and from a hierarchical body that reports to the CEO, which is about governance rather than a targeted, cross-functional effort.

7. Cross-functional teams are described as...

- A. Teams limited to a single function
- B. Temporary project groups with no ongoing responsibility
- C. Teams made up of members from multiple groups with ongoing responsibility for a key activity
- D. Teams assembled to handle routine maintenance

Cross-functional teams bring together people from different parts of the organization to work on a shared objective and to take ongoing responsibility for a key activity. By combining diverse functional perspectives, they can coordinate more effectively, integrate specialized knowledge, and make decisions that reflect multiple parts of the business. This contrasts with teams limited to a single function, which miss cross-departmental insight. It also isn't simply a temporary group with no ongoing accountability, since cross-functional teams are typically formed to own and continuously manage an important process or outcome. They aren't mainly for routine maintenance, which can often be handled within a single function unless cross-department collaboration is required. So the description that fits best is teams made up of members from multiple groups with ongoing responsibility for a key activity.

8. A narrower span of control implies which of the following?

- A. More direct reports
- B. Fewer direct reports
- C. Wider span of control
- D. Higher budgets

Span of control refers to how many subordinates report directly to a manager. If that span is narrowed, the manager oversees fewer people, which is exactly the situation described by having fewer direct reports. The other options don't fit because a narrower span would not mean more direct reports or a broader scope; and budgets aren't determined by span in a direct, one-to-one way.

9. In HR management, how does a skill differ from a competence?

- A. A skill is a general capability combining knowledge, behavior, and outcomes.
- B. A skill is a specific ability; competence is broader, integrating knowledge, behavior, and outcomes.**
- C. Skill and competence are identical in HR practice.
- D. Competence refers only to technical expertise.

A skill is a specific ability to perform a task, like conducting an interview or analyzing a resume. Competence is broader: it combines the underlying knowledge, the behaviors you demonstrate, and the ability to achieve the right outcomes in a real work context. In HR, you might have the skill to run a structured interview, but your overall interviewing competence includes your knowledge of legal guidelines, your communication and judgment in the moment, and the quality of hires and decisions you produce. So the best choice is describing skill as a specific ability and competence as the broader integration of knowledge, behavior, and outcomes. The other ideas mix these concepts or limit competence to technical know-how.

10. To which concept does bounded rationality lead decision makers?

- A. Optimize with perfect information.
- B. Ignore time constraints.
- C. Satisfice due to information limits, cognitive limits, and time.**
- D. Make random choices.

Decision makers satisfice because information, cognitive capacity, and time are limited. Bounded rationality shows that trying to optimize with perfect information is usually infeasible, so people settle for a solution that's good enough rather than the absolute best. Time constraints push toward a quick, adequate choice rather than an exhaustive search, and people rely on heuristics and simple rules of thumb to reach a satisfactory outcome. For example, when choosing a supplier, you pick the first option that meets minimum criteria within budget instead of evaluating every possibility to find the perfect deal.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://rutgersintrotomanagement.examzify.com>

We wish you the very best on your exam journey. You've got this!

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