

01	☐ A	☐ B	☐ C	☐ D	☒ E
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38	☐ A	☐ B	☐ C	☐ D	☒ E
39	☒ A	☐ B	☐ C	☐ D	☐ E

PRACTICE QUESTIONS

American Management Association (AMA)

M8ABXGZL

The AMA Certified Professional in Management

EDITION

Demo

QUESTIONS

9

FORMAT

Limited Edition PDF

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9 practice questions for American Management Association (AMA) M8ABXGZL , each with its answer key and an explanation. Answer a question before you read its key — the explanation is worth more once you have committed.

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Send us three things and we will check it:

- the exam code, M8ABXGZL
- the question number
- the email address on your order

Write to **support@mometrix.net**. We reply within one business day.

QUESTION 1

SINGLE CHOICE

A department manager at a mid-sized firm is responsible for defining team objectives, assigning tasks, monitoring performance against goals, and taking corrective action when results deviate. Which classical management function best describes this manager's primary role?

- ☐ A Leading
- ☐ B Planning
- ☐ C Organizing
- ☒ D Controlling

ANSWER D

WHY The scenario describes the controlling function: setting standards, measuring performance, comparing it to standards, and taking corrective action. Planning involves defining goals; organizing involves arranging resources; leading involves motivating and directing people. Because the manager's activities center on monitoring results and correcting deviations, controlling is the best fit.

QUESTION 2

SINGLE CHOICE

A project lead needs to deliver an urgent update about a schedule slip to a cross-functional team that includes members from different time zones and disciplines. To maximize clarity and minimize back-and-forth, which channel is most appropriate for the initial communication?

- ☐ A A scheduled one-on-one phone call with each team member
- ☒ B A detailed written message posted to the project collaboration channel that links to the revised schedule
- ☐ C An informal hallway conversation during a site walk-through
- ☐ D A handwritten note left on each team member's desk

ANSWER B

WHY When an audience is distributed and the message is concrete and reference-based, a written, asynchronous channel (such as a project collaboration post) provides a durable record, supports different time zones, and lets all members consume the information at once. One-on-one calls are time-intensive for distributed teams, hallway conversations are unsuitable for cross-functional and remote audiences, and handwritten notes do not scale across locations or systems.

QUESTION 3

SINGLE CHOICE

A newly formed team has highly experienced members who are confident and task-focused but disagree on priorities. According to Hersey and Blanchard's Situational Leadership model, which style should the manager adopt initially?

- ☐ A Delegating (low direction, low support)
- ☒ B Supporting (low direction, high support)
- ☐ C Participating (high direction, high support)
- ☐ D Directing (high direction, low support)

ANSWER B

WHY Experienced, confident followers who disagree on priorities have high competence but variable commitment. In Situational Leadership, this combination is best matched by the Supporting style (low task behavior, high relationship behavior), which encourages shared problem solving and reconciles priorities. Delegating assumes both high competence and high commitment; Participating/Supporting are interchangeable labels depending on edition but the appropriate level of direction for this team is low, not high. Directing fits low-competence, low-commitment followers.

QUESTION 4

SINGLE CHOICE

A retail organization is evaluating which customer segments to prioritize over the next three years. The leadership team has gathered data on customer profitability, growth potential, and alignment with internal capabilities. Which strategic analysis framework is most directly designed to evaluate an organization's mix of businesses or segments against these dimensions?

- ☐ A Porter's Five Forces
- ☐ B SWOT analysis
- ☒ C BCG Growth-Share Matrix
- ☐ D PESTEL analysis

ANSWER C

WHY The BCG Growth-Share Matrix evaluates business units or segments along two axes—market growth and relative market share—to classify them as Stars, Cash Cows, Question Marks, or Dogs and guide investment priorities. Porter's Five Forces analyzes industry attractiveness; SWOT evaluates internal strengths/weaknesses against external opportunities/threats at the enterprise level; PESTEL scans macro-environmental factors. The scenario's focus on prioritizing segments by growth and competitive position aligns most directly with the BCG Matrix.

QUESTION 5

SINGLE CHOICE

An operations manager wants a performance system that emphasizes ongoing coaching rather than only an annual review. Which characteristic best supports this coaching-oriented approach?

- ☐ A Setting objectives only once per year at the formal review
- ☐ B Limiting feedback to documented disciplinary issues
- ☒ C Holding frequent check-ins focused on development and forward-looking actions
- ☐ D Restricting performance conversations to the employee's direct supervisor

ANSWER C

WHY Coaching-oriented performance management relies on frequent, forward-looking check-ins that emphasize development, clarify expectations, and remove obstacles. Setting objectives only once a year is the trait of traditional annual review systems; limiting feedback to discipline makes the system punitive rather than developmental; and confining conversations to one source narrows perspective rather than enriching it.

QUESTION 6

MULTIPLE CHOICE

A manager is leading a newly formed cross-functional team that is struggling with unclear roles and conflicting priorities. Which actions will most directly help the team progress through the early stages of team development? (Choose two.)

- ☒ **A** Facilitate a working session to clarify each member's role, responsibilities, and decision authority
- ☒ **B** Establish a shared team charter that documents purpose, goals, norms, and decision-making processes
- ☐ **C** Wait for disagreements to resolve themselves so the team can avoid confrontation
- ☐ **D** Assign all controversial decisions to a single senior leader outside the team
- ☐ **E** Increase individual workloads so members stay focused and avoid group discussion

ANSWER A - B

WHY In the forming and storming stages, teams benefit most from clarity and structure: defining roles and decision authority (A) reduces ambiguity, and a team charter (B) aligns members around purpose, norms, and processes. Avoiding conflict (C) leaves unresolved issues that will resurface; routing all decisions to an outside leader undermines team ownership and development; and overloading individuals (E) suppresses the very collaboration the team needs.

QUESTION 7

SINGLE CHOICE

Two senior staff members are in open disagreement about the technical approach for a critical deliverable. Both options are viable, but each refuses to accept the other's preference, and the dispute is beginning to delay the project. Which conflict-handling style is most appropriate for the manager to use at this stage?

- ☐ A Avoiding
- ☐ B Competing
- ☐ C Accommodating
- ☒ D Collaborating

ANSWER D

WHY When the issue is important to both parties and a high-quality, durable solution is needed, the collaborating style (problem solving) is most appropriate: it seeks to integrate concerns and find a solution both sides accept. Avoiding postpones resolution and lets delays worsen; competing produces a winner and a loser, damaging relationships; accommodating surrenders one party's position to preserve harmony. Collaboration addresses both the technical merit and the relationship.

QUESTION 8

SINGLE CHOICE

A line manager has identified a high-performing employee who is ready to take on broader responsibilities. Which activity is primarily the manager's responsibility, with HR playing a supporting role?

- ☐ A Determining the organization's overall compensation philosophy and salary bands
- ☒ B Documenting the employee's performance against goals and recommending a promotion
- ☐ C Negotiating enterprise-level labor agreements with unions
- ☐ D Setting enterprise-wide hiring policies and compliance procedures

ANSWER B

WHY Line managers are closest to the work and to the employee, so they are responsible for documenting performance against goals and recommending a promotion; HR supports by administering process, policy, and pay-band alignment. Compensation philosophy and salary bands (A), enterprise-level labor negotiations (C), and enterprise hiring policies (D) are typically set at the HR/strategic level rather than by individual line managers.

QUESTION 9

SINGLE CHOICE

A manager learns that a subcontractor is offering a significant gift to a procurement employee during an active vendor selection. The manager is not in the procurement chain. What is the most appropriate first action?

- ☐ A Confront the procurement employee directly and demand they decline all gifts from any vendor
- ☐ B Ignore the situation because the manager is not involved in the selection
- ☒ C Report the observation through the organization's established ethics and compliance channels
- ☐ D Publicly disclose the incident at the next all-hands meeting to deter others

ANSWER C

WHY Suspected violations of the organization's code of conduct should be reported through established ethics and compliance channels so the matter can be reviewed objectively and confidentially. Direct confrontation may misrepresent facts or compromise an investigation; ignoring the situation breaches the manager's duty to uphold the code; and public disclosure can damage reputations, violate confidentiality, and compromise any formal review.