

Instructions: Choose the best answer for each of the following questions. (2 points/question)

1. Performing the task right and considering the relationship between inputs and outputs is known as
 - a. Affectiveness
 - b. Goal attainment
 - c. Efficiency
 - d. Management characteristics

2. All of the following are included in the four components of the management process except
 - a. Planning
 - b. Organizing
 - c. Leading
 - d. Delegating

3. Katz developed four critical skills that managers must possess. Which of the following is not one of those four skills?
 - a. Conceptual
 - b. Interpersonal
 - c. Technical
 - d. Connection

4. Which of the following is not one of the four specific dimensions of national culture according to Hofstede?
 - a. Power distance
 - b. Uncertainty avoidance
 - c. Space acceptance
 - d. Individualism versus collectivism

5. Activities over the internet, commonly referred to as _____, involve any computer transaction that occurs where data is processed and transmitted over the internet.
 - a. E-commerce
 - b. E-mail
 - c. Information processing
 - d. Telecommuting

6. A philosophy stated by W. Edwards Deming which emphasizes customer needs and expectations and a commitment to continuous improvement is known as
 - a. Kaizen
 - b. Downsizing
 - c. Reengineering
 - d. Total quality management

7. The statement that answers the questions, “what business are we in,” is best described by which of the following?
 - a. Strategic plan
 - b. Mission
 - c. Strategic purpose
 - d. Tactical objective

8. An analysis of an organization’s strengths, weaknesses, and threats is known as which of the following?
 - a. MBO
 - b. MBWA
 - c. SWOT analysis
 - d. SWAT analysis

9. The basic idea in ____ is that management can improve quality by analyzing and copying the methods of the leaders in the field.
 - a. Benchmarking
 - b. Reengineering
 - c. TQM
 - d. Six sigma

10. Once a manager has identified a problem, the ____ that will be important in solving the problem must be identified.
 - a. Discrepancies
 - b. Decision criteria
 - c. Scenarios
 - d. Factor weights

11. In many cases, managers engage in ____ in an effort to prove that their initial decision was not wrong.
 - a. Escalation of commitment
 - b. Availability heuristic

- c. Representative heuristic
 - d. Nonprogrammed decision making
12. Which of the following is not an advantage of group decision making over individual decision making?
- a. Increased legitimacy
 - b. More complete information
 - c. Fewer alternatives due to groupthink
 - d. Increased acceptance of the decision
13. The number of employees a manager can direct efficiently and effectively is known as which of the following?
- a. Work specialization
 - b. Chain of command
 - c. Span of control
 - d. Departmentalization
14. A manager who organizes his or her plant by separating engineering, accounting, human resources, and purchasing is using _____ departmentalization.
- a. Functional
 - b. Product
 - c. Customer
 - d. Geographic
15. A structure that is low in specialization, formalization, and centralization is which of the following?
- a. Strategic organization
 - b. Mechanistic organization
 - c. Organic organization
 - d. Bureaucracy
16. A statement of the minimum acceptable qualification that an applicant must possess to perform a given job successfully is a :
- a. Job description
 - b. Human resource inventory report
 - c. Job analysis
 - d. Job specification

17. The process of reducing the labor supply within an organization is:
- Downsizing
 - Human resource inventory report
 - Recruitment
 - Strategic human resource planning
18. To be effective, selection devices need to measure the same variable consistently. This is known as which of the following?
- Reject errors
 - Reliability
 - Validity
 - Recruitment
19. Which of the following is not a step in Kurt Lewin's change process?
- Unfreezing the status quo
 - Changing to a new state
 - Disruption the equilibrium
 - Refreezing the new change
20. ____ is generally an activity that helps work groups set goals, develop positive interpersonal relationships , and clarify the role and responsibilities of each team member.
- Process consultation
 - Survey feedback
 - Intergroup development
 - Team building
21. A person with a relaxed and easy-going personality who easily accepts change would have which of the following?
- Type A personality
 - Type B personality
 - Hyperactivity
 - Karoshi
22. Which of the following is not a dimension of personality used by the Myers-Briggs Type Indicator?
- Extroversion
 - Introversion
 - Sensing

- d. Informational
23. ____ is the tendency for individuals to attribute their own successes to internal factors while putting the blame for failures on external factors.
- a. Self-serving bias
 - b. Fundamental attribution error
 - c. Self-fulfilling prophecy
 - d. Stereotyping
24. Every time Mary does the process correctly, her boss tells her she did a good job. This is an example of which of the following?
- a. Attentional processes
 - b. Negative reinforcement
 - c. Extinction
 - d. Positive reinforcement
25. Which stage in team development is characterized by conflict over leadership and the controls that the group places on individuals?
- a. Storming
 - b. Forming
 - c. Adjourning
 - d. Performing
26. In a ____ team, members use technological advances like conference calls, video conferencing, or e-mail to solve problems even though the members may be geographically dispersed.
- a. Functional
 - b. Virtual
 - c. Self-managed
 - d. Problem-solving
27. Diversity on work teams is a benefit when ____ is important
- a. Speed
 - b. Cohesiveness
 - c. Creativity
 - d. Unity
28. Which of the following is not one of the needs in Maslow's hierarchy of needs?
- a. Physiological needs

- b. Safety needs
 - c. Environmental needs
 - d. Esteem needs
29. Which of the following statements would a Theory X manager consider to be true?
- a. Employees view work as being as natural as play.
 - b. Employees will exercise self-direction if they are committed to the objectives.
 - c. The average person can learn to accept, even seek, responsibility.
 - d. Employees will shirk responsibility.
30. McClelland's three-needs theory included all of the following except:
- a. nAch
 - b. nPow
 - c. nEst
 - d. nAff
31. The managerial grid developed by Blake and Mouton emphasizes which two variables?
- a. Concern for people, concern for production
 - b. Employee-oriented, production-oriented
 - c. Initiating structure, consideration
 - d. Concern for people, consideration
32. Fiedler's ____ referred to the degree of influence a leader has over power variables such as hiring, firing, discipline, promotions and salary increases.
- a. Leader-member relations
 - b. Position power
 - c. Task structure
 - d. Concern for people
33. Robert House developed ____, a contingency model of leadership that extracts key elements from the Ohio State leadership research and the expectancy theory of motivation.
- a. The managerial grid
 - b. Situational leadership theory
 - c. Path-goal theory
 - d. Leader-participation theory

34. A receiver's translation of a sender's message is known as:
- Message
 - Encoding
 - Channel
 - Decoding
35. ____ refers to the fact that individuals see and hear depending upon their needs, motivation, experience, background, and other personal characteristics.
- Filtering
 - Feedback
 - Emotions
 - Selective perception
36. Which of the following can reduce misunderstandings and inaccuracies in the communication process?
- Filtering
 - Emotions
 - Feedback
 - Nonverbal cues
37. ____ is the process of monitoring activities and of correcting any significant deviations.
- Planning
 - Organizing
 - Leading
 - Controlling
38. Control that depends on standardization of activities, well-defined job descriptions, and budgets would be an example of :
- Market control
 - Bureaucratic control
 - Plan control
 - Price control
39. ____ is a method of measuring that provides information that is not filtered by others and which permits intensive coverage, although it is quite time consuming.
- Personal observation
 - Statistical reports
 - Oral reports

- d. Written reports
40. When raw, unanalyzed facts, such as numbers, names, or quantities, are analyzed and processed, they become:
- a. Data
 - b. Information
 - c. A management information system
 - d. A flexible system
41. ____ are software programs that use the encoded relevant experience of a human expert to analyze and solve ill-structured problems.
- a. Expert systems
 - b. Neural networks
 - c. Groupware
 - d. Superior systems
42. Which of the following is not a component of the PDCA cycle?
- a. Planning
 - b. Developing
 - c. Checking
 - d. Acting
43. ____ refers to the facilities, functions, and activities involved in producing and delivering a product or service from supplier to customers.
- a. Supply chain management
 - b. Inventory management
 - c. Process value analysis
 - d. Continuous process improvement
44. A system in which inventory items arrive as they are needed in production instead of being stored in stock is known as ;
- a. Robotics
 - b. CAD
 - c. JIT
 - d. Flexible manufacturing systems
45. Which two variables are used in the Gantt chart?
- a. Time and activities to be scheduled
 - b. Time and expenses incurred

- c. Expenses incurred and activities to be scheduled
 - d. Efficiency of activities to be scheduled and expenses
46. Which of the following is not a key component of PERT?
- a. Events
 - b. Activities
 - c. Times
 - d. Critical path
47. Which of the following is not one of the more popular OD efforts used in organizations?
- a. Survey feedback
 - b. Process consultation
 - c. Team building
 - d. Employee assistance programs
48. The quality philosophy that focuses on the input side of the production process is
- a. TQM
 - b. Six sigma
 - c. Reengineering
 - d. Benchmarking
49. ____ is a performance appraisal method that focuses on specific and measurable job behaviors but is time-consuming and difficult to develop.
- a. Written essay
 - b. MBO
 - c. Critical incidents
 - d. BARS
50. Which of the following is a false statement?
- a. Highly cohesive groups are more effective than less cohesive groups.
 - b. The more cohesive a group, the more members will follow its goals.
 - c. If cohesiveness is high and attitudes are unfavorable, productivity increases.
 - d. If cohesiveness is low and goals are supported, productivity increase but at a reduced level.