MGT 201B Final Exam Fall 2010

True/False
Indicate whether the statement is true or false. Each correct answer is worth 1 point.

1. A bar graph that measures planned and completed work along each stage of production by time elapsed is called a Gantt chart. T

2. One of the important reasons for the success of UPS is the concept of bureaucracy. T

3. The Hawthorne studies led to the early conclusion that positive human relations can lead to significantly higher performance. T

4. Current employees, management, and especially corporate culture are part of an organization's internal environment. T

5. According to Manager's Shoptalk in chapter 3, one of the rules of doing business in China is remembering that relationships are short-term. F

6. Customers are the people and organizations in the environment who acquire goods or services from the organization. T

7. The criterion traditionally used to classify countries as developed or developing is per capita income. T

8. Changes in the exchange rates can have major implications for the profitability of international operations. F

9. Most managers, given the trend toward globalization, do not need preparation to work in foreign cultures. F

10. Ethics, found between the domains of law and free choice, is the code of moral principles that governs any individual or groups. T

11. Ethical behavior occurs when decisions enable an individual or company to gain at the expense of society. F

12. The disclosure by an employee of illegal, immoral, or illegitimate practices by the organization is called whistle-blowing. F

13. The department manager's tool for daily and weekly operations is called the operational plan. T

14. Single-use plans are ongoing plans that are used to provide guidance for tasks performed repeatedly within the organization. F

15. Research has shown that strategic thinking and planning positively affect a firm's performance and financial success. T

16. Strategy means knowing your desired outcomes, how to acquire factual knowledge, thinking clearly about tactics and cause-effect relationships, and implementing behaviors that will achieve the desired outcomes. T
17. A decision is a choice made from available alternatives.

18. The best alternative is the one in which the solution best fits the overall goals and values of the organization and achieves the desired results using the fewest resources.

19. Point-counterpoint is a decision-making technique in which people are assigned to express competing points of view.

20. The deployment of organizational resources to achieve strategic goals refers to organizing.

21. The duty to perform the task or activity an employee has been assigned is called accountability.

22. The number of employees reporting to a supervisor is his or her span of management.

23. Organizational change refers to the adoption of a new idea or behavior by an organization.

24. A person who sees the need for and champions productive change within the organization is called an idea champion.

25. Culture change refers to a change in the attitudes and behaviors of a few employees in the organization.

26. Hiring and keeping quality employees is one of the most urgent concerns for today's organizations.

27. Affirmative action is a policy requiring employers to take positive steps to guarantee equal opportunities for people within protected groups.

28. Recruiting activities can be divided into (1) internal recruiting including "promote from within" policies, and (2) external recruiting including the use of headhunters.

29. Loyalty to and heavy involvement in one's organization refers to organizational commitment.

30. Machiavellianism is the tendency to direct much on one's behavior toward the acquisition of power and the manipulation of other people for purely personal gain.

31. Three distinguishing personal characteristics associated with successful leaders are intelligence, honesty, and self-confidence.

32. Rewards given by another person are intrinsic rewards.

33. Three categories of motivation theories are content theories, process theories, and reinforcement theories.

34. The process by which information is exchanged and understood by two or more people is the definition of communication.

35. A good listener is passive and laid back.
36. A team is defined as a group of two or more people who interact and coordinate their work to accomplish a specific objective.

37. Bottom-up budgeting is a process in which lower level managers anticipate their department's resource needs and pass them up to top management for approval.

38. The implementation of total quality management involves the use of many techniques such as quality circles, benchmarking, Six Sigma principles, reduced cycle time, and continuous improvement.

39. The combination of benefits received and costs paid by the customer refers to value.

40. Many companies are finding that creating a humane work environment that allows people to achieve a balance between work and personal life is also a great high-level motivator.

Multiple Choice
Identify the choice that best completes the statement or answers the question. Each correct answer is worth 1 point.

41. ___ is considered the "father of scientific management."
   a. Frank B. Gilbreth
   b. Elton Mayo
   c. Henry Gantt
   d. Douglas McGregor
   e. Frederick W. Taylor

42. The principle that similar activities in an organization should be grouped together under one manager is the essence of the classical perspective known as
   a. unity of command.
   b. division of work.
   c. unity of direction.
   d. scalar chain.
   e. quality management.

43. The ___ emphasized the importance of understanding human behaviors, needs, and attitudes in the workplace as well as social interactions and group processes.
   a. humanistic perspective
   b. classical perspective
   c. scientific management
   d. bureaucratic organizations
   e. contingency perspective

44. Which dimension of the general environment represents the demographic characteristics, norms, customs, and values of the population within which the organization operates?
   a. Legal-political dimension
   b. Economic dimension
   c. Technological dimension
   d. Corporate culture dimension
   e. Sociocultural dimension
45. The general environment dimension that includes consumer purchasing power, the unemployment rate, and interest rates is called the
a. legal-political dimension.
b. sociocultural dimension.
c. technological dimension.
d. economic dimension.
e. task dimension.

46. Culture can be defined as
a. the set of key values, beliefs, understandings, and norms shared by members of an organization
b. the ability to speak different languages
c. an object, act, or event that conveys meaning to others
d. a narrative based on true events that is repeated frequently and shared by organizational employees
e. none of these

47. Which of the following refers to engaging in the international division of labor so as to obtain the cheapest sources of labor and supplies regardless of country?
   a. Franchising
   b. Licensing
   c. Market entry strategy
   d. Outsourcing
   e. Activity

48. ______ aspects of management do not change when doing business internationally.
   a. Planning
   b. Organizing
   c. Controlling
   d. Leading
   e. All of these

49. Which of the following refers to the code of moral principles and values that govern behaviors with respect to what is right and wrong?
   a. Social responsibility
   b. Free domain
   c. Ethics
   d. Codified law
   e. Discretionary responsibility

50. Any group within or outside the organization that has a stake in the organization's performance is called
   a. a supplier.
   b. an international customer.
   c. a stakeholder.
   d. OPEC.
   e. a trade association.
51. _____ is economic development that generates wealth and meets the needs of their current generation while focusing on future generations.
a. Ethical management
b. Activist strategy
c. Sustainability
d. Market strategy
e. Future management

52. Kate is a salesperson at a large retail chain. She was assigned a goal of $265,000 in sales for the current quarter. She is unhappy because she knows that the most any salesperson has sold in one quarter in the past is $150,000. Her goal of $265,000 is probably
a. not specific and measurable.
b. not realistic.
c. irrelevant.
d. lacking a specific time period.
e. does not cover key result area.

53. All of the following are characteristics of effective goal setting EXCEPT
a. goals should be challenging but not unreasonably difficult.
b. goals should be set for every aspect of employee behavior.
c. specific and measurable.
d. cover key results area.
e. linked to rewards.

54. _____ is the first step in the MBO process.
a. Setting goals
b. Developing action plans
c. Appraising overall performance
d. Reviewing progress
e. None of these

55. Fred has been assigned to conduct a SWOT analysis for his organization, Flintstones, Inc. As part of this assignment, Fred will
a. conduct an external wage survey.
b. search for the strengths, weaknesses, opportunities, and threats that impact his firm.
c. choose a grand strategy for his firm.
d. do a cost/benefit analysis.
e. develop a mission.

56. According to the BCG Matrix, which of the following exists in a mature, slow-growth industry, but is a dominant business in the industry, with a large market share?
a. Question mark
b. Asterisk
c. Dog
d. Star
e. Cash cow
57. The ___ strategy involves seeking efficient facilities, cutting costs and using tight cost controls to be more efficient than competitors.
   a. cost leadership
   b. differentiation
   c. focus
   d. internal growth
   e. liquidation

58. Which of the following means that all the information the decision-maker needs is fully available?
   a. Certainty
   b. Risk
   c. Uncertainty
   d. Ambiguity
   e. None of these

59. The condition under which ambiguity occurs include
   a. alternatives are difficult to define.
   b. objectives are well defined.
   c. information about outcomes is readily available.
   d. all the alternatives are known.
   e. decisions are already made.

60. Which of the following is the process of forming alliances among managers during the decision making process?
   a. Networking
   b. Socializing
   c. Coalition building
   d. Satisficing
   e. Passing the buck

61. Which of the following is the first step in the managerial decision making process?
   a. Evaluation and feedback
   b. Development of alternatives
   c. Recognition of decision requirement
   d. Diagnosis and analysis of causes
   e. Selection of desired alternatives

62. Organization structure is defined as the
   a. visual representation of the organization.
   b. framework in which the organization defined how tasks are divided, resources are deployed, and departments are coordinated.
   c. division of labor.
   d. unbroken line of authority that links all individuals in the organization.
   e. none of these.
63. ____ departments include all of those that provide specialized skills in support of ____ departments.
   a. Line; staff
   b. Staff; line
   c. Primary; functional
   d. Functional; primary
   e. Line; functional

64. All functions in a specific country or region report to the same division manager in ____ divisions.
   a. functional
   b. matrix
   c. geographic-based
   d. teams
   e. networks

65. Kent works at the Tick Tock, Inc. He has two bosses, one a functional manager and the other a divisional
    manager. Tick Tock, Inc. has a
   a. functional structure.
   b. divisional structure.
   c. geographic structure.
   d. matrix structure.
   e. product structure.

66. The adoption of a new idea or behavior by an organization is known as organizational
   a. change.
   b. development.
   c. structure.
   d. intervention.
   e. responsibility.

67. The generation of novel ideas that may meet perceived needs or respond to opportunities for the organization
    is called
   a. a search initiative.
   b. creativity.
   c. an ideal champion.
   d. a great idea.
   e. strategic analysis.

68. Organizational development specialists identify three distinct steps for achieving behavioral and attitudinal
    changes. These are
   a. freezing, changing, and intervention.
   b. unfreezing, change agent, and freezing.
   c. unfreezing, changing, and refreezing.
   d. intervention, refreezing, and change agent.
   e. none of these.
69. ____ refers to the activities undertaken to attract, develop, and maintain an effective workforce within an organization.
   a. Human resource management
   b. Recruitment
   c. Talent search
   d. Strategic management
   e. Operations management

70. A(n) ____ is a company that is highly attractive to potential employees because of human resources practices that focus on tangible and intangible benefits, and that embraces a long-term view to solving immediate problems.
   a. Fortune 500 company
   b. Employer of choice
   c. Socially responsible firm
   d. Rural firm
   e. Family-owned corporation

71. Which of the following is the tendency to assign an individual to a group or broad category and then to attribute widely held generalizations about the group to the individual?
   a. Stereotyping
   b. Projection
   c. Figure-ground
   d. The halo effect
   e. Perceptual defense

72. All of the following are leadership qualities EXCEPT:
   a. Visionary.
   b. Innovative.
   c. Experimental.
   d. Structured.
   e. Flexible.

73. Which of the following is NOT a need proposed by Maslow in his hierarchy of needs theory?
   a. Safety needs
   b. Compensation needs
   c. Physiological needs
   d. Esteem needs
   e. Self-actualization needs

74. Channel richness refers to the
   a. Number of messages a channel can carry at one time.
   b. Speed in which messages can be carried.
   c. Amount of information that can be transmitted during a communication episode.
   d. Number of channels available at any one time.
   e. Profitability potential of a proposed channel.
75. Which communication channel would be most successful to inform managers of impending company-wide layoff?
a. Telephone conversations
b. Face to face contact
c. Electronic media
d. Written media
e. None of these

76. Which of the following is the first stage of team development?
a. Forming
b. Storming
c. Norming
d. Performing
e. Reforming

77. The _____ the team interacts, the _____ cohesive the team.
a. less, more
b. more, more
c. more, less
d. all of these
e. none of these

78. Total quality management
a. is based on the ideas of Frederick Taylor.
b. gives managers total responsibility for achieving quality goals.
c. gives all employees the responsibility for achieving quality goals.
d. was first successfully implemented in the United States.
e. all of these.

79. The _____ is the basis for the strategic level of goals and plans which in turn shapes the _____ and _____ level.
a. goal, mission, tactical
b. objective, operational, mission
c. operational goal, mission and tactical
d. mission, tactical, operational
e. tactical plan, operational, mission

80. The _____ function recruits selects, trains, transfers, promotes, and lays off employees to achieve strategic goals.
a. production
b. leadership
c. information and control systems
d. structural design
e. human resource
Completion 16/20

Complete each statement that follows. Choose your answer from the following bank of terms. A term will not be used twice. Each correct answer is worth 1 point.

application form
attitude
benchmarking
centralization
change agent
code-of-ethics
competitors
countertrade
culture
customers
decentralization
debt
development
downward
equality
ethnocentrism
expert power
formal communication
goal
halo effect
horizontal
hygiene factors
information and control systems
job description
motivation
new venture team
non-programmed
non-verbal communication
operational plans
people
power distance
programmed
project manager
re-engineering
referent power
scalar principle
synergy
tactical plan
telecommuting
unity of direction
value
values
value e
181. The concept that the whole is greater than the sum of its parts is known as __** collusion **__.

82. **Competitors** are organizations in the same industry that provide goods or services to the same set of customers.

83. **Countertrade** is the barter of products for products rather than the sale of products for currency.

84. __** Ethnocentrism **__ means that people have a tendency to regard their own culture as superior to other cultures.

85. A(n) **code of ethics** is a formal statement of the company's values concerning ethics and social issues; it communicates to employees what the company stands for.

86. A(n) **new venture team** is a desired future state that the organization attempts to realize.

87. **downward** decisions involve situations that have occurred often enough to enable decision rules to be developed and applied in the future.

88. **delegation** is the process managers use to transfer authority and responsibility to positions below them in the hierarchy.

89. __** centralization **__ means that decision authority is located near the top of the organization.

90. A(n) **project manager** is a person who is responsible for coordinating the activities of several departments for the completion of a specific project.

91. **Re-engineering** is the radical redesign of business processes to achieve dramatic improvements in cost, quality, service, and speed.

92. **Culture change** is a major shift in the norms, values, attitudes, and mindset of the entire organization.

93. **Telecommuting** means using computers and telecommunications equipment to perform work from home or another remote location.

94. A(n) **job description** typically lists job duties as well as desirable qualifications for a particular job.

95. A(n) **attitude** is an evaluation that predisposes a person to act in a certain way.

96. Power resulting from a leader's special knowledge or skill regarding the tasks performed by followers is referred to as __** expert power **__.

97. __** synergy **__ refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action.
98. A state of _______ exists whenever the ratio of one person’s outcomes to inputs equals the ratio of another’s outcomes to inputs.

99. _______ refers to messages sent through human actions and behaviors rather than through words.

100. _______ communication is the lateral or diagonal exchange of messages among peers or coworkers.

Short Answer - Extra Credit. Select Two questions from the following list of short answer questions to complete. Completion is worth up to 5 points for each of the two questions, for a potential of 10 additional points on your exam score. Use the space below or on the back of a page to complete your answers. Please note which question #’s you are answering.

101. Explain the concept of a stakeholder and list five common stakeholders.

102. List and describe the five bases of power typical in organizations.

103. Briefly describe Maslow’s hierarchy of needs theory, listing and describing each of the five categories of needs.

104. Define nonverbal communication and briefly discuss its importance to communicating in organizations. Also list five examples of nonverbal communication.

105. List and describe the stages of team development.

106. List and describe the four components of a SWOT analysis, and provide an example for Carson Newman College of each of the four components.

107. Sustains: Liberal arts college; wide variety of degrees for education (well rounded education)

108. Strengths - Tuition (Reason); some of the older buildings

109. Opportunities - New buildings (such as new business building)

110. Threats - another LA or general college moving into the area (taking students)