

***Mgt503 FALL \_ 2011 MEGA FILES OF  
PAPERS AND MCQS  
Solved by SADIA ALI SADI MBA FINAL***

Quiz Start Time: 10:09 PM Time Left 88  
sec(s)

Question # 5 of 15 ( Start time: 10:13:21 PM ) Total Marks: 1  
Which of the following is called father of scientific management?  
Select correct option:

Max Weber  
Abraham Maslow  
Fredrick W. Taylor  
Henri Fayol

**Refrence:**

: Frederick W. Taylor is known as the “father of scientific management”.

Question # 6 of 15 ( Start time: 10:14:26 PM ) Total Marks: 1  
According to Mintzberg Entrepreneur is categorized as:  
Select correct option:

An Interpersonal role  
An Informational role

A Decisional role

All of the given options

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31. Which of the following statements regarding managers in today's world is accurate?
- Their age range is limited to between 30 and 65.
  - They are found only in large corporations.
  - They can be found exclusively in for profit organizations.
  - The single most important variable in employee productivity and loyalty is the quality of the relationship between employees and their direct supervisors.
32. According to data collected by Catalyst, a nonprofit research group, \_\_\_\_\_ percent of corporate officers in *Fortune 500* companies are women.
- 55.3
  - 15.7
  - 39.7
  - 21.9
33. Someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals is \_\_\_\_\_.
- a very intelligent individual
  - a supervisor of production work

- c. a manager
- d. an operations supervisor

34. Managers who are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization are \_\_\_\_\_.

- a. first-line managers
- b. top managers
- c. production managers
- d. research managers

35. All levels of management between the supervisory level and the top level of the organization are termed \_\_\_\_\_.

- a. middle managers
- b. first-line managers
- c. supervisors
- d. foremen

36. *Executive vice president, president, managing director, chief operating officer, chief executive officer, or chairman of the board* are positions associated with which of the following levels of management?

- a. team leaders
- b. middle managers
- c. first-line managers
- d. top managers

37. *Agency head or plant manager* is most likely associated with which of the following?

- a. team leaders
- b. middle managers
- c. first-line managers
- d. top managers

38. The lowest level of management is \_\_\_\_\_.
- a. a nonmanagerial employee
  - b. a department of research manager
  - c. a vice president
  - d. a first-line manager
- 39 Supervisor is another name for whom?
- a. team leaders
  - b. middle managers
  - c. first-line managers
  - d. top managers

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40. Managers with titles such as *department head, project leader, plant manager, or division manager* are \_\_\_\_\_.
- a. first-line managers
  - b. top managers
  - c. production managers
  - d. middle managers
41. All levels of management between the supervisory level and the top level of the organization are termed \_\_\_\_\_.
- a. middle managers

- b. first-line managers
  - c. supervisors
  - d. foremen
42. *Division manager* is associated with which of the following levels of management?
- a. team leaders
  - b. middle managers
  - c. first-line managers
  - d. top managers
43. \_\_\_\_\_ is the process of getting activities completed efficiently and effectively with and through other people.
- a. Leading
  - b. Management
  - c. Supervision
  - d. Controlling
44. The distinction between a managerial position and a nonmanagerial position is \_\_\_\_\_.
- a. planning the work of others
  - b. coordinating the work of others
  - c. controlling the work of others
  - d. organizing the work of others
45. \_\_\_\_\_ distinguishes a managerial position from a nonmanagerial one.
- a. Manipulating others
  - b. Concern for the law
  - c. Increasing efficiency
  - d. Coordinating and integrating others' work

46. An automobile manufacturer that increased the total number of cars produced at the same cost, but with many defects, would be \_\_\_\_\_.
- efficient and effective
  - increasing efficiency
  - increasing effectiveness
  - concerned with inputs
47. Effectiveness is synonymous with \_\_\_\_\_.
- cost minimization
  - resource control
  - goal attainment
  - efficiency
48. Efficiency refers to \_\_\_\_\_.
- the relationship between inputs and outputs
  - the additive relationship between costs and benefits
  - the exponential nature of costs and outputs
  - increasing outputs regardless of cost
49. The management process functions consist of \_\_\_\_\_.
- planning, organizing, staffing, and directing
  - planning, organizing, leading, and directing
  - planning, organizing, leading, and staffing
  - planning, organizing, leading, and controlling
50. In successful organizations, \_\_\_\_\_.
- low efficiency and high effectiveness go hand in hand
  - high efficiency and low effectiveness go hand in hand
  - high efficiency and high effectiveness go hand in hand
  - high efficiency and high equity go hand in hand

51. Whereas \_\_\_\_\_ is concerned with the means of getting things done, \_\_\_\_\_ is concerned with the ends, or attainment of organizational goals.
- effectiveness; efficiency
  - efficiency; effectiveness
  - effectiveness; goal attainment
  - goal attainment; efficiency
52. The five management functions of planning, organizing, commanding, coordinating, and controlling was proposed by \_\_\_\_\_.
- Frederick W. Taylor
  - Henry Ford
  - Chester Barnard
  - Henri Fayol
53. \_\_\_\_\_ was a French industrialist who identified the basic management functions.
- Weber
  - Taylor
  - Herzberg
  - Fayol
54. Writing an organizational strategic plan is an example of the \_\_\_\_\_ management function.
- leading
  - coordinating
  - planning
  - organizing
55. Organizing includes \_\_\_\_\_.
- defining organizational goals
  - hiring organizational members
  - motivating organizational members

d. determining who does what tasks

56. A manager resolving conflict among organizational members is performing what function?

- a. controlling
- b. commanding
- c. directing
- d. leading

57. The process of monitoring, comparing, and correcting is called

- a. controlling
- b. coordinating
- c. leading
- d. organizing

58. Mentoring is primarily associated with the management function of \_\_\_\_\_.

- a. planning
- b. organizing
- c. leading
- d. controlling

59. \_\_\_\_\_ developed a categorization scheme for defining what managers do, consisting of 10 different but highly interrelated roles.

- a. Henri Fayol
- b. Henry Ford
- c. Henry Mintzberg
- d. Henry Morris

60. According to Mintzberg's management roles, the \_\_\_\_\_ roles are those that involve people and other duties that are ceremonial and symbolic in nature.

- a. informational
- b. interpersonal
- c. technical
- d. decisional

61. The roles of disseminator, figurehead, negotiator, liaison, and spokesperson are more important at the \_\_\_\_\_ levels of the organization.

- a. lower
- b. middle
- c. higher
- d. supervisory

62. Which of the following is *not* an example of a decisional role according to Mintzberg?

- a. spokesperson
- b. entrepreneur
- c. disturbance handler
- d. resource allocator

63. A human resource manager attending a local Society for Human Resource Management meeting would be functioning in which role?

- a. informational
- b. leader
- c. liaison
- d. disseminator

64. A finance manager who reads the *Wall Street Journal* on a regular basis would be performing which role?

- a. figurehead
- b. monitor
- c. disseminator
- d. interpersonal

65. The \_\_\_\_\_ role is more important for lower-level managers than it is for either middle- or top-level managers.
- a. leader
  - b. entrepreneur
  - c. spokesperson
  - d. disseminator
66. Many of Mintzberg's roles align with the basic functions of management. For example, the \_\_\_\_\_ role is a part of planning.
- a. figurehead
  - b. leader
  - c. liaison
  - d. resource allocation
67. The emphasis that managers give to various roles seems to be based on their \_\_\_\_\_.
- a. organizational level
  - b. tenure with the organization
  - c. experience in their field
  - d. personality
68. Which of the following is *not* an example of an interpersonal role according to Mintzberg?
- a. figurehead
  - b. leader
  - c. liaison
  - d. spokesperson
69. According to Mintzberg's management roles, the \_\_\_\_\_ roles involve receiving, collecting, and disseminating information.
- a. interpersonal
  - b. informational

- c. technical
- d. decisional

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70. All of the following are examples of informational roles according to Mintzberg except \_\_\_\_\_.
- a. liaison
  - b. monitor
  - c. disseminator
  - d. spokesperson
71. Which of the following is not an example of a decisional role according to Mintzberg?
- a. spokesperson
  - b. entrepreneur
  - c. disturbance handler
  - d. resource allocator
72. Many of Mintzberg's roles align with the basic functions of management. For example, all three interpersonal roles are part of the \_\_\_\_\_ function.
- a. organizing
  - b. planning

- c. leading
- d. controlling

73. According to the textbook, all of the following are managerial roles that are more important at the higher levels of the organization except \_\_\_\_\_.

- a. leader
- b. disseminator
- c. figurehead
- d. negotiator

74. The three essential managerial skills put forth by Katz include \_\_\_\_\_.

- a. technical, human, and empirical
- b. human, empirical, and conceptual
- c. technical, interpersonal, and controlling
- d. technical, human, and conceptual

75. Understanding building codes would be considered a \_\_\_\_\_ skill for a building contractor.

- a. human
- b. technical
- c. conceptual
- d. empirical

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76. Which of the following is true concerning technical and managerial skills?
- Human skills and technical skills remain equally important as managers move to higher levels.
  - Technical-skill needs remain necessary and human skills decrease as managers move to higher levels.
  - Human skills remain necessary and technical-skill needs decrease as managers move to higher levels.
  - Both human-skill and technical-skill needs decrease as managers move to higher levels.
77. Managers with good \_\_\_\_\_ are able to get the best out of their people.
- human skills
  - conceptual skills
  - technical skills
  - visual skills
78. Technical skills include \_\_\_\_\_.
- knowledge of and efficiency in a certain specialized field
  - knowledge of and proficiency in a certain specialized field
  - knowledge of and interest in a general field of endeavor
  - skill in and proficiency in a certain specialized field
79. The ability to work well with other people, both individually and in a group, use \_\_\_\_\_.
- technical skills
  - behavioral skills
  - planning skills
  - human skills

80. Which of the following types of skills are described with terms such as *abstract situations* and *visualization*?
- interpersonal
  - human
  - technical
  - conceptual
81. Which one of the following phrases is best associated with managerial conceptual skills?
- decision making
  - communicating with customers
  - using information to solve business problems
  - product knowledge
82. Which of the following skills are more important at lower levels of management, as these managers are dealing directly with employees doing the organization's work?
- human
  - technical
  - conceptual
  - empirical
83. An organization is \_\_\_\_\_.
- the physical location where people work
  - a collection of individuals working for the same company
  - a deliberate arrangement of people to accomplish some specific purpose
  - a group of individuals focused on profit-making for their shareholders
84. One of the common characteristics of all organizations is \_\_\_\_\_, which is typically expressed in terms of its goals.
- its people
  - its goals

- c. its systematic structure
- d. its purpose

85. One of the common characteristics of all organization is \_\_\_\_\_, which clarifies members' work relationships.

- a. its people
- b. its goals
- c. its deliberate structure
- d. its purpose

86. A deliberate arrangement of people to accomplish some specific purpose is

- a. a structure.
- b. a process.
- c. an organization.
- d. an assembly operation.

87. A difference between traditional organizations and new organizations is that the new organizations will be more

- a. stable.
- b. command oriented.
- c. rule oriented.
- d. dynamic.

88. Universality of management means that \_\_\_\_\_

- a. all managers in all organizations perform the four management functions
- b. all managers in all organizations can perform their job the same way
- c. all organizations can hire any manager to perform the management jobs
- d. any manager can work in any organization and perform any management job

89. We have a vested interest in improving the way organizations are managed because \_\_\_\_\_.
- a. we want the organization to be functioning when our education is completed
  - b. we interact with organizations every single day of our lives
  - c. if organizations don't improve we won't have a place to work in the future
  - d. organizations supply inputs to other organizations
90. Organizations that are well managed \_\_\_\_\_.
- a. choose the best suppliers for their products
  - b. compete on an international basis because they have the best products
  - c. always have the lowest-cost products
  - d. develop a loyal customer base, grow, and prosper

## REWARDS AND CHALLENGES OF BEING A MANAGER

91. Being a manager in today's dynamic workplace \_\_\_\_\_.
- a. provides numerous rewards and rapid advancement
  - b. can be a tough and thankless job
  - c. offers few challenges, short workweeks, and high pay
  - d. provides clear work rules, permanent jobs, and flexible work hours
92. A manager's success is typically \_\_\_\_\_.
- a. dependent on how hard the manager works
  - b. how closely the manager supervises the employees
  - c. based on how skilled the manager is at the technical elements of the job
  - d. dependent on others' work performance

93. The most important work of an organization is creating a work environment \_\_\_\_\_.
- a. that is safe and well-lit for the employees to be able to see
  - b. that is a clean and a friendly place to work
  - c. in which organizational members can do their work to the best of their ability and the organization can achieve its goals
  - d. that their suppliers like to provide inputs for and their customers like to purchase the outputs
94. Managers often \_\_\_\_\_.
- a. go by the rules established by the organization and are not allowed to make their own decision
  - b. change their career path during their work life
  - c. have an opportunity to think creatively and use their imagination
  - d. have to depend on their employees for guidance in dealing with a superior

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**WHY STUDY MANAGEMENT?**

95. Which of the following best describes the concept that management is needed in all types and sizes of organizations, at all organizational levels, in all organizational work areas, and in all organizations, no matter the country in which they're located?
- a. the partiality of management
  - b. the segmentation of management
  - c. the universality of management
  - d. the cultures of management

## MANAGING YOUR CAREER

96. According to the boxed profile, "Managing Your Career," the U.S. Bureau of Labor Statistics estimates \_\_\_\_\_ growth in all executive, administrative, and managerial jobs through the year 2008.
- a. 1 to 9 percent
  - b. 10 to 20 percent
  - c. 25 to 35 percent
  - d. 45 to 65 percent
97. According to the boxed profile, "Managing Your Career," in which of the following fields is it expected that growth in executive, administrative, and managerial jobs will occur?
- a. manufacturing
  - b. large organizations
  - c. health care services
  - d. law enforcement
98. All of the following are mentioned in the boxed profile, "Managing Your Career," as areas in which the demand for managers will be high except \_\_\_\_\_.
- a. small-sized organizations
  - b. traditional manufacturing
  - c. medium-sized organizations

- d. health care services

## WHO ARE MANAGERS?

### Managerial Basic Training (Scenario)

Imagine that your marketing company has just merged with a manufacturing organization. You have been asked to help provide some “basic” managerial training to the engineers in the research and development unit of the new sister company. Your boss has asked to see an overview of materials that you will be providing the engineers to make sure you are covering the necessary issues.

99. Now that both companies are merged and are a systematic arrangement of people set to accomplish a specific purpose, they could be described as a(n) \_\_\_\_\_.
- a. business unit
  - b. multinational company
  - c. **organization**
  - d. holding company
100. One of the first things the engineers need to learn is that \_\_\_\_\_ are the people who direct the activities of others in an organization.
- a. directors
  - b. **managers**
  - c. subordinates
  - d. line workers
101. Another fact about managing that engineers need to learn is that supervisors may frequently be referred to as a \_\_\_\_\_.
- a. middle manager
  - b. top manager
  - c. project leader

d. first-line manager

102. Finally, the engineers need to learn that department head, project leader, and plant manager are all potential titles for \_\_\_\_\_.

a. division managers

b. deans

c. agency heads

d. middle managers

## WHAT IS MANAGEMENT?

### The Perfect Manager (Scenario)

Brenda Kelly has proven herself to be an able manager. Her section has a high project completion rate with the highest-quality product and the lowest defects in her division. In addition, she accomplishes this with fewer full-time people than other managers. Some say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic “management functions.”

103. Brenda’s ability to get activities completed efficiently and effectively with and through other people is known as \_\_\_\_\_.

a. management

b. supervision

c. coercion

d. delegation

104. Brenda’s ability to get the same amount of product completed with fewer people is a reflection of her \_\_\_\_\_.

a. effectiveness

b. process skills

- c. leadership
- d. efficiency

105. Getting her projects completed is an indication of Brenda's \_\_\_\_\_ as a manager.

- a. leadership
- b. effectiveness
- c. efficiency
- d. attention to detail

106. If Brenda accomplished her project on time with high-quality results, but she took more time than other managers to complete this, you could say that as a manager she was \_\_\_\_\_.

- a. efficient, but not effective.
- b. a leader, but not a top manager.
- c. project oriented, but not effective.
- d. effective, but not efficient.

107. The "management functions" exemplified by Brenda include all but which of the following?

- a. planning
- b. controlling
- c. organizing
- d. delegating

## **WHAT DO MANAGERS DO?**

### The Busy Day (Scenario)

Don Eskew, plant manager at Control Systems, Inc., sighed as he sipped his first cup of coffee at 5 A.M. and read his agenda for the day. He is giving two company tours in the morning; the first to a newspaper reporter who is writing a story on the new plant

expansion and has several questions, and the second to a group of Control Systems, Inc., managers from the east coast. He then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent drop in performance (a task he always hates). Next, he is spending a couple of hours reviewing the trade journals he receives from his high-tech association and writing up a brief synopsis for his presentation next week to the division president. Finally, in the late afternoon, he will be reviewing the new equipment malfunction and deciding whether to bring in extra people to get the equipment running as soon as possible. Whew! Just another day in the glamorous life of a manager.

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108. Together, all of the functions that Don performs during his busy day correspond to the management roles discovered in the late 1960s by which one of the following management scientists?
- a. Herzberg
  - b. Skinner
  - c. Mintzberg
  - d. Fayol

109. When Don was conducting the tour for the east coast managers, he was operating in which of the management roles?
- a. leader
  - b. liaison
  - c. monitor
  - d. figurehead
110. When Don was meeting with Phil to discuss his performance concerns, he was operating in which management role?
- a. leader
  - b. figurehead
  - c. monitor
  - d. disturbance handler
111. What role was Don performing when he gave the plant tour to the newspaper reporter?
- a. monitor
  - b. figurehead
  - c. disseminator
  - d. spokesperson
112. When Don was reviewing the new equipment malfunction, what management role was he playing when deciding whether to bring in extra people?
- a. monitor
  - b. disseminator
  - c. resource allocator
  - d. disturbance handler

## **WHO ARE MANAGERS?**

### The Customer Meeting (Scenario)

Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is sold to distributors. Kelly reports to Ben, a production manager, who in turn reports to Dan, a general manager, who reports to McKenna, a vice president of operations. Recently, McKenna asked Dan to have a meeting with Kelly and Ben regarding some recent customer concerns in the production area. The focus of the meeting was to judge the validity of the customer concerns, and to develop a specific plan to address these concerns.

113. What is the commonality between Kelly, Ben, Dan, and McKenna?
- a. they all produce the same product.
  - b. they all have the same job content.
  - c. they all are managers.
  - d. they all have the same vision.
114. Kelly is considered to be what level of management?
- a. top manager
  - b. superintendent of assembly
  - c. middle manager
  - d. first-line manager
115. Ben and Dan are considered to be what level of management?
- a. top manager
  - b. middle manager
  - c. superintendent of assembly
  - d. first-line manager
116. McKenna is considered to be what level of management?
- a. top manager
  - b. superintendent of assembly
  - c. middle manager
  - d. first-line manager

117. The meeting the McKenna asked Dan to have with Ben and Kelly reflects the growing recognition that \_\_\_\_\_.
- a. customer concerns are important only to first-line managers
  - b. customer responsiveness is important throughout the organization, not only in the marketing department
  - c. focusing on the customer is the sole responsibility of the marketing department
  - d. employee attitudes and behaviors do not significantly impact customer responsiveness

## **MANAGEMENT FUNCTIONS**

### Joe the Manager (Scenario)

As a production supervisor, Joe decides on Friday afternoon how many units of output his employees will be able to produce and on which days certain products will be run in his department. He also decides which of his employees are going to be responsible for operating which machines within the department next week, as his employees are multi-skilled assemblers. On Monday, he informs his employees whom he has assigned to which machines by handing out assignment sheets and informs the employees that the schedule is going to be difficult due to the increased number of units. He goes on to tell them that he is sure they can fulfill the schedule because they are such good and skilled employees. Each day during the week he checks the amount of output that the employees have completed and the number of units that have been scrapped.

118. When Joe decides which of his employees are going to be responsible for operating which machines, he is performing which of the management functions?
- a. controlling

- b. leading
- c. planning
- d. organizing

119. When Joe decides how many units of output his employees will be able to produce and on which days certain products will be run, he is performing which of the management functions?

- a. controlling
- b. leading
- c. planning
- d. organizing

120. When Joe checks the amount of output that the employees have completed and the number of units that have been scraped, he is performing which of the management functions?

- a. controlling
- b. leading
- c. planning
- d. organizing

121. When Joe tells the employees that he is sure they can fulfill the schedule because they are such good and skilled employees, he is performing which of the management functions?

- a. controlling
- b. leading
- c. planning
- d. organizing

122. When Joe performs all of his management functions in a continuous manner, he is performing which of the following?

- a. scheduling process

- b. quality control process
- c. management process
- d. manufacturing process

## MANAGEMENT ROLES

### The General Manager (Scenario)

Michael, Joe's general manager, in a routine day might meet with city officials or civic leaders about environmental issues due to the plant's presence in the community. After these meetings, he will then meet with the functional managers to discuss and share with them the concerns and results of the meeting with city officials or civic leaders. Other times, he will meet with Betty, the production manager, and the human resource manager, Joyce, to discuss a complaint filed by one of the employees in a production department. He may also spend time on the Internet looking for new technologies that can be used in the production processes of his plant.

123. When Michael meets with city officials or civic leaders about environmental issues, he is performing which management role?
- a. leader
  - b. resource allocator
  - c. entrepreneur
  - d. monitor
124. When Michael meets with just Betty and Joyce to discuss a complaint filed by one of the employees in a production department, he is performing which management role?
- a. resource allocator
  - b. disturbance handler
  - c. liaison
  - d. figurehead

125. When Michael meets with the functional managers to discuss and share with them the concerns and results of the meeting with city officials or civic leaders, he is performing which management role?
- a. disseminator
  - b. liaison
  - c. disturbance handler
  - d. negotiator
126. When Michael spends time on the Internet looking for new technologies that can be used in the production processes of his plant, he is performing which management role?
- a. leader
  - b. entrepreneur
  - c. spokesperson
  - d. disturbance handler
127. Michael's search for new technologies that can be used in the production processes of his plant is an indication of which managerial trend?
- a. Innovation is only important for higher-level managers.
  - b. Only managers in production related positions need to be on the look-out for innovation.
  - c. Organizational managers at all levels and in all areas need to be on the look-out for innovations.
  - d. Innovation is only important for middle-level managers.

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**Question :**

In a short essay, describe and provide examples of first-line, middle, and top managers.

**Answer**

- a. First-line managers are the lowest level of management and manage the work of nonmanagerial individuals who are directly involved with the production or creation of the organization's products. They are often called supervisors, but may also be called line managers, office managers, or even foremen.
- b. Middle managers include all levels of management between the first-line level and the top level of the organization. These managers manage the work of first-line managers and may have titles such as department head, project leader, plant manager, or division manager.
- c. Top managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization. These individuals typically have titles such as executive vice president, president, managing director, chief operating officer, chief executive officer, or chairman of the board.

## WHAT IS MANAGEMENT?

### Question

In a short essay, discuss the difference between efficiency and effectiveness and include a specific example to support each concept.

### Answer

- a. Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs—including resources such as people, money, and equipment—they are concerned with the efficient use of resources. For instance, at the Beiersdorf Inc. factory in Cincinnati, where employees make body braces and supports, canes, walkers, crutches, and other medical assistance products, efficient manufacturing techniques were implemented by doing things such as cutting inventory levels, decreasing the amount of time needed to manufacture products, and lowering product reject rates. From this perspective, efficiency is often referred to as “doing things right”—that is, not wasting resources.
  
- b. Effectiveness is often described as “doing the right things”—that is, those work activities that will help the organization reach its goals. For instance, at the Beiersdorf factory, goals included open communication between managers and employees and cutting costs. Through various work programs, these goals were pursued and achieved. Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals.

## WHAT DO MANAGERS DO?

### Question

In a short essay, list and explain the four basic functions of management.

### **Answer**

- a. Planning—involves the process of defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities.
- b. Organizing—involves the process of determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.
- c. Leading—when managers motivate subordinates, influence individuals or teams as they work, select the most effective communication channel, or deal in any way with employee behavior issues, they are leading.
- d. Controlling—to ensure that work is proceeding as it should, managers must monitor and evaluate performance. The process of monitoring, comparing, and correcting is what is meant by the controlling function.

### **Question**

In a short essay, list and discuss 7 of the 10 managerial roles developed by Mintzberg. Include specific examples of each role and group each according to interpersonal, informational, and decisional roles.

### **Answer**

#### Interpersonal Roles

- a. Figurehead—symbolic head; obliged to perform a number of routine duties of a legal or social nature. Examples include greeting visitors and signing legal documents.
- b. Leader—responsible for the motivation and activation of subordinates; responsible for staffing, training, and associated duties. Examples include performing virtually all activities that involve subordinates.

- c. Liaison—maintains self-developed network of outside contacts and informers who provide favors and information. Examples include acknowledging mail, doing external board work, and performing other activities that involve outsiders.

### Informational Roles

- a. Monitor—seeks and receives wide variety of internal and external information to develop thorough understanding of organization and environment. Examples include reading periodicals and reports, and maintaining personal contacts.
- b. Disseminator—transmits information received from outsiders or from subordinates to members of the organization. Examples include holding informational meetings and making phone calls to relay information.
- c. Spokesperson—transmits information to outsiders on organization's plans, policies, actions, results, and so on. Examples include holding board meetings and giving information to the media.

### Decisional Roles

- a. Entrepreneur—searches organization and its environment for opportunities and initiates “improvement projects” to bring about changes. Examples include organizing strategy and review sessions to develop new programs.
- b. Disturbance handler—responsible for corrective action when organization faces important, unexpected disturbances. Examples include organizing strategy and review sessions that involve disturbances and crises.
- c. Resource allocator—responsible for the allocation of organizational resources of all kinds—making or approving all significant organizational decisions. Examples include scheduling, requesting authorization;

performing any activity that involves budgeting and the programming of subordinates' work.

- d. Negotiator—responsible for representing the organization at major negotiations. Examples include participating in union contract negotiations.

The interpersonal roles are roles that involve people and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include being a figurehead, leader, and liaison. The informational roles involve receiving, collecting, and disseminating information. The three informational roles include a monitor, disseminator, and spokesperson. Finally, the decisional roles revolve around making choices. The four decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator.

### **Question**

In a short essay, discuss the importance of studying management. Next, list at least five rewards and five challenges of being a manager.

### **Answer**

By studying management, you'll be able to recognize poor management and work to correct it. In addition, you'll be able to recognize good management and encourage it, whether it's in an organization you're simply interacting with or whether it's in an organization where you're employed. Another reason for studying management is the reality that for most students, once they graduate from college and begin their careers, they will either manage or be managed. A final reason to study management is the rewards and challenges of being a manager.

### Rewards of Being a Manager

- a. most important work of an organization is creating a work environment in which organizational members can work to the best of their ability

- b. have opportunities to think creatively and use imagination
- c. help others find meaning and fulfillment in work
- d. get to support, coach, and nurture others
- e. get to work with a variety of people
- f. receive recognition and status in organization and community
- g. play a role in influencing organizational outcomes
- h. receive appropriate compensation in the form of salaries, bonuses, and stock options
- i. good managers are needed by organizations

### Challenges of Being a Manager

- a. it's hard work
- b. have to deal with a variety of personalities
- c. often have to make do with limited resources
- d. motivate workers in chaotic and uncertain situations
- e. be able to successfully blend knowledge, skills, ambitions, and experiences of a diverse work group

Question # 7 of 15 ( Start time: 10:14:53 PM ) Total Marks: 1

Which famous management thinker developed "Theory Y"?

Select correct option:

**Douglas McGregor**

Abraham Maslow

Frederick Herzberg

Chester Barnard

**Reference:**

Douglas McGregor (1906-1964) developed the Theory X and Theory Y

Question # 8 of 15 ( Start time: 10:15:59 PM ) Total Marks: 1

How managers should make decisions in their organizations is known as:

Select correct option:

Descriptive decision making

Normative decision making

Bounded decision making

Rational decision making

**Reference:**

RATIONAL DECISION MAKING

Managers as Decision Makers:

Although we know about the decision-making process, we still don't know much about the manager as a decision maker. In this session, we'll look at how decisions are made, the types of problems and decisions managers face, the conditions under which managers make decisions, and decision-making styles.

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Question # 9 of 15 ( Start time: 10:16:35 PM ) Total Marks: 1  
Which of the following is important in effectively implementing the chosen alternative in the decision-making process?

Select correct option:

Getting upper-management support

Double-checking your analysis for potential errors

Allowing those impacted by the outcome to participate in the process

Ignoring criticism concerning your chosen alternative

[http://webcache.googleusercontent.com/search?q=cache:OYhBO\\_wLlloJ:www.scribd.com/doc/2918331/PPT-of-Decision-making+is+important+in+effectively+implementi](http://webcache.googleusercontent.com/search?q=cache:OYhBO_wLlloJ:www.scribd.com/doc/2918331/PPT-of-Decision-making+is+important+in+effectively+implementi)

Question # 10 of 15 ( Start time: 10:17:27 PM ) Total Marks: 1

Which of the following interpersonal role emphasizes the contacts that a manager has with those outside the formal authority chain of command?

Select correct option:

The Liaison Role

The Leader Role

The Figurehead Role

The Spokesman Role

**Refrence:**

3. The Liaison **Role** This **role emphasizes the contacts that a manager has with those outside the formal authority chain of command.**

Question # 11 of 15 ( Start time: 10:18:42 PM ) Total Marks: 1

Which of the following approach focuses on a set of interrelated and interdependent parts arranged in a manner that produces a unified whole?

Select correct option:

Process

Function

## Systems

Contingency

### Reference:

A system is a set of interrelated and interdependent parts arranged in a manner that produces a unified whole. It's a concept taken from the physical

Question # 12 of 15 ( Start time: 10:19:41 PM ) Total Marks: 1

When a firm advertises that it only uses recycled paper products, it is called:

Select correct option:

Meeting its social obligation

Meeting social responsibilities

Being socially responsive

Paying attention to the bottom line

### Reference:

Social responsibility is an obligation, beyond that required by the law and economics, for a firm to pursue long-term goals that are good for society.

Social obligation is the obligation of a business to meet its economic and legal responsibilities.

Social responsiveness is the capacity of a firm to adapt to changing societal conditions.

Quiz Start Time: 10:09 PM Time Left 86 sec(s)

Question # 13 of 15 ( Start time: 10:21:06 PM ) Total Marks: 1

\_\_\_\_\_ comes under the external environment of an organization.

Select correct option:

**Competitors**

Products

Services

Assets

**Reference:**

An **organization** cannot exist without interacting with customers, suppliers, **competitors** and other elements of the '**external environment**'

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Question # 14 of 15 ( Start time: 10:21:57 PM ) Total Marks: 1  
Which one of the following establishes goals, overall strategies and operating policies of an organization?  
Select correct option:

**Top manager**

Middle manager

First-line manager

Non-managerial employee

Question # 15 of 15 ( Start time: 10:22:38 PM ) Total Marks: 1  
When Usman decides to deploy employees to another department that is lagging behind in production, he is acting in which of the following roles?  
Select correct option:

Spokesperson

Negotiator

Leader

**Resource allocator**

Selecting an alternative in the decision-making process is accomplished by:  
Select correct option:

**Choosing the alternative with the highest score**

Choosing the One You Like Best

Selecting the alternative that has the lowest price

Selecting the alternative that is the most reliable

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A plan developed to carry out a course of action that is not likely to be repeated in the future is called:

Select correct option:

Single-use plan

**Specific plan**

Reaction plan

Direction plan

Interest rates, inflation rates, and stock market indexes are all examples of which of the factor of an organization's general environment?

Select correct option:

**Economic**

Political

Social

Technological

Which factor has been the most rapidly changing component in an organization's general environment in the past quarter-century?

Select correct option:

Global

Economic

Social

**Technological**

The process of monitoring performance, comparing it with goals and correcting any significant deviations is known as:

Select correct option:

Planning

Organizing

Leading

**Controlling**

The greater the risk involved in making a decision, the greater the:

Select correct option:

Outcomes

Information available

**Rewards**

Uncertainty

Each subordinate should report to one and only one superior is called:

Select correct option:

Authority

**Unity of command**

Unity of direction

Order

Which of the following is part of the 14 principles of management identified by Henri Fayol?

Select correct option:

**Scalar chain**

Innovation

Efficiency

Motivation

A learning organization has developed its\_\_\_\_\_.

Select correct option:

Educational department to keep employees trained

**Capacity to adapt and change**

Barriers to entry of its markets

A sustainable competitive advantage that is easy to maintain

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Which of the following is not a suggestion for motivating

employees?

Select correct option:

Recognize individual differences

Makes goals very difficult to achieve

Match people to jobs

Individualize rewards

In Maslow's need hierarchy, a healthy work environment is an example of what type of need?

Select correct option:

Physiological

Esteem

Safety

Social

The plans which deal with fairly small set of activities are called:

Select correct option:

Strategic plan

Tactical plan

Operational plan

Personal plan

Which of the following is known as the process of getting activities completed efficiently and effectively with and through other people?

Select correct option:

Leading

Management

Supervision

Controlling

Which of the following describe(s) a global marketplace?

Select correct option:

The entire world is a marketplace

National borders are irrelevant

The potential for organizations to grow expands dramatically

All of the given options

Which of the following management thinker created a role classification system based on how managers spend their time at work to describe a manager's role?

Select correct option:

Peter Brabeck-Letmathe

Abraham Maslow

Andrea Jung

Henry Mintzberg

Which expectancy theory linkage explains the degree to which a student desires a good job?

Select correct option:

Expectancy

Effort to performance

Input to outcome

Valence

The assignment of new or additional responsibilities to a subordinate is called:

Select correct option:

Coordination

Specialization

Delegation

Span of control

Which ethical approach is guided by what will result in the greatest good for the greatest number of people?

Select correct option:

Moral-Rights approach

Individual approach

Utilitarian approach

**Justice approach**

Low level management has a complete authority to make decisions in case of:

Select correct option:

Centralization

**Decentralization**

Scalar Chain

Order

Each subordinate should report to one and only one superior is called:

Select correct option:

Authority

**Unity of command**

Unity of direction

Order

There are many healthcare products manufacturers. XYZ Company manufactures only personal hygiene products. It markets such products deodorant, body powder, body creams, and exfoliates. Because it only stocks body care and personal hygiene products, it is using \_\_\_ strategy.

Select correct option:

Prospecting

Emergent

Focus

Cost leadership

When managers give goals to employees, they must always:

Select correct option:

Use employee-recognition as a reward

Provide feedback to the employees

Let the employees participate in setting the goals

All of the given options

The organization that has developed the capacity to continuously learn, adapt, and change is called:

Select correct option:

Virtual organization

Learning organization

Traditional organization

Bureaucratic organization

Your firm's attorney has which of the following power when giving legal advice?

Select correct option:

Legitimate

Status

Expert

Coercive

Organizations that are highly flexible and adaptive are described as which of the following?

Select correct option:

Organic  
Mechanistic  
**Rational** (NOT SURE)  
Intuitive

A human resource manager attending a local Society for Human Resource Management meeting would be functioning in which of the following role?

Select correct option:

Informational  
Leader  
**Liaison**  
Disseminator

Which type of environment is best suited for mechanistic organizations?

Select correct option:

**Dynamic**  
Manufacturing  
Service  
Stable

The most outspoken advocate of the classical view of social responsibility is economist and Nobel prize winner:

Select correct option:

Carnegie Milton  
Charles Darwin  
Milton Freeman  
**Milton Friedman**

In traditional goal setting, the goals are set at the top level of

management and after that they:

Select correct option:

Become the responsibility of first-line management

Are broken down into sub goals for each level of the organization

All the efforts to achieve the goals are directed by top management

Are delegated to the next lower level to be achieved

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Which of the management tasks is the most important for a supervisory manager?

Select correct option:

Planning

Organizing

Controlling

Staffing

A budget is an example of which of the following plan?

Select correct option:

Strategic plan

Single use plan

Informal plan

Standing plan

Which of the following is the final step in the decision-making process?

Select correct option:

Identifying the problem

Evaluating the decision's effectiveness

Identifying decision criteria

Selecting an alternative that can resolve the problem

The behavioral dimension of leadership involving the concern that the leader has for the feelings, needs, personal interest, problems, and well being of followers is referred to as which of the following?

Select correct option:

Consideration

Initiating structure

Autocratic

Democratic

What type of an organization actively creates, acquires, and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge?

Select correct option:

Enlightened organization

Conceptualized organization

Learning organization

Modern organization

A primary benefit of MBO is:

Select correct option:

Avoid competition

Resistance against new entrance

**Improve employee motivation**

Increase resources

Functional departmentalization groups jobs by which of the following?

Select correct option:

**Tasks they perform**

Territories they serve

Products or services they manufacture or produce

Type of customer they serve

Henri Fayol, a French industrialist, first analyzed what managers do and divided that work into functions. The study of the management function that defines goals and establishes strategies to achieve them is called:

Select correct option:

**Planning**

Organizing

Leading

Controlling

Which one of the following items best reflects the extent to which a society places a high value on reducing risk and instability?

Select correct option:

**Uncertainty avoidance**

Power distance

Masculinity/femininity

Long-term/short-term orientation

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When a manager made a decision and he is uncertain about the outcomes. His decision is likely to be:

Select correct option:

Of Poor Quality

Unacceptable

Successful

**Risky**

Forecasting techniques fall into which of the following two categories?

Select correct option:

Fixed asset and human capital

Predictive and confirmatory

**Quantitative and qualitative**

Empirical and conceptual

A plan developed to carry out a course of action that is not likely to be repeated in the future is called:

Select correct option:

**Single-use plan**

Specific plan

Reaction plan

Directional plan

The organization which has no interaction with its external environment is called:

Select correct option:

Open system

**Closed system**

Non-interactive system

Moderated system

(UMEED.E. SUBH)

Which famous management thinker was related with the development of "Theory X"?

Select correct option:

**Douglas McGregor**

Abraham Maslow

Frederick Herzberg

Chester Barnard

The management function that specifies goals to be achieved and deciding in advance the appropriate actions to achieve those goals is:

Select correct option:

Leading

Controlling

Organizing

**Planning**

Which of the following is called output of a system?

Select correct option:

Services

**Material**

Human

Information resource

Who is credited for the theory of motivation based on the hierarchy of needs?

Select correct option:

Abraham Maslow

Douglas McGregor

Henri Fayol

Mary Parker Follett

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Which of the following is NOT an example of a constituency that makes up the specific environment?

Select correct option:

Customers

Socio-cultural

Suppliers  
Competitors

The SWOT approach assesses an organization's:

Select correct option:

Speed, Wants, Order, Timing

Studies, Workflows, Opportunities, Trials

Strengths, Weaknesses, Opportunities, Threats

Signs, Worries, Objectives, Techniques

An office supply firm that has three departments based upon retail, wholesale, and governmental customers is using which of the following types of departmentalization?

Select correct option:

Functional

Product

Customer

Geographic

Which management theory focuses on managing the total organization?

Select correct option:

Scientific management

Administrative management

Behavioral management

Quantitative management

Communication should be:

Select correct option:

From Top to Bottom level

From Bottom to top

2 way

None of the given option

The following is the process of developing businesses to pursue trends and changes that no one else has seen before?

Select correct option:

## Entrepreneurship

Division of labor

Evolution

E-commerce

A learning organization has developed its \_\_\_\_\_.

Select correct option:

Educational department to keep employees trained

Capacity to adapt and change

Barriers to entry of its markets

A sustainable competitive advantage that is easy to maintain

The greater the risk involves in making a decision, the greater the:

Select correct option:

Outcomes

Information available

Rewards (NOT SURE)

Uncertainty

A skill and capability held by numerous competing firms is called:

Select correct option:

Common strength

Competitive edge

Competitive parity

Distinctive competencies

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The quantitative approach has contributed directly in the areas of:

Select correct option:

Planning and control

Control and leading

**Organizing and control**

Planning and leading

Which of the following early advocates of organizational behavior was the first to argue that organizations were open systems?

Select correct option:

Robert Owens

**Hugo Munsterberg**

Mary Parker Follett

Chester Barnard

The people at the bottom of the organization generally deal with repetitive and familiar problems such as workers who are late or machinery that breaks down. As a result, most of the decisions made by first line supervisors are:

Select correct option:

Programmed decisions

**Ill-structured decisions**

Novel decisions

Non-programmed decisions

The method by which strategies are operational zed or executed within the organization is called:

Select correct option:

Strategy implementation

Strategy evaluation

Strategy formulation

Strategy imitation

The belief that businesses should be responsible because such actions are right for their own sake is known as which argument for social responsibility?

Select correct option:

Public expectation

Ethical obligation

Public image

Discouragement of government regulation

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