

AMERICAN UNIVERSITY OF BEIRUT
GRADUATE SCHOOL OF BUSINESS

MANAGEMENT 215 – SECTION 13
Quiz 1 – Thursday 30 October 03

First Name:

M/C: 25 x3 = 75

Last Name:

T/F : 8 x1 = 8

ID #: 20

Essay: = 3

TOTAL

95

BONUS

J. Gass

Multiple-Choice / Fill-in-the-Blank Questions (3 points each)
For each of the following choose the answer that *most completely* answers the question.

- The managers with titles such as department head, project leader, plant manager, or division manager are
 - first-line managers.
 - top managers.
 - production managers.
 - research managers.
 - middle managers.
- 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.
 - planning, organizing, directing, and controlling.
- Getting the most output from the least amount of inputs is
 - productivity.
 - effective.
 - execution.
 - extension.
 - efficiency.
- The five management functions of planning, organizing, commanding, coordinating, and controlling were proposed by
 - Frederick W. Taylor.
 - Henry Ford.
 - Chester Barnard.
 - Henri Fayol.
 - Henry Gantt.

5. The _____ began as a study of the effect of various illumination levels on productivity levels, but it ended in finding that groups had a large effect on productivity.
- a. Manhattan project
 - b. Hawthorne studies
 - c. Industrial Revolution
 - d. Western Electric studies
 - e. Wealth of Nations study
6. 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. job focused.
 - e. dynamic.
7. Completing the activities so that organizational goals are attained is known as being _____.
- a. effective
 - b. efficient
 - c. exacting
 - d. effort
8. When managers motivate subordinates, influence individuals or teams as they work, select the most effective communication channeled, or deal in any way with employee behavior issues, the manager is _____.
- a. motivating
 - b. organizing
 - c. controlling
 - d. leading
9. 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. supervisor
10. The study of management is connected to the study of _____.
- a. anthropology.
 - b. economics.
 - c. sociology and psychology.
 - d. All of the above are true.
 - e. Only b and c are true.

11. Adam Smith wrote in *Wealth of Nations* describing the breakdown of jobs into narrow and repetitive tasks and called this
- a. assembly lines.
 - b. lowest common factor of work.
 - c. division of labor.
 - d. greatest common factor of work.
 - e. channeling the task structure.
12. The major contribution of the Industrial Revolution was
- a. substituting machine power for human power.
 - b. making it more economical to produce goods in factories than in the home.
 - c. the removal of the need to forecast demand.
 - d. All of the above are true.
 - e. Only a and b are true.
13. General administrative theorists devoted their efforts to
- a. making the overall organization more effective.
 - b. developing mathematical models to improve management.
 - c. improving the productivity and efficiency of workers.
 - d. emphasizing the study of human behavior in organizations.
 - e. a formal guide to managers who worked in the food industry.
14. Scientific management is
- a. the examination of the ethic bounds of managers relative to science.
 - b. the use of scientific method to develop new products.
 - c. working to improve the research and development operation of the firm compared to competing firms.
 - d. using animals as test subjects to determine if a product is safe for humans.
 - e. using scientific method to define the one best way to do a job.
15. As a general administrative theorist, Henri Fayol is best known for directing his attention to
- a. all managers.
 - b. production managers.
 - c. staff managers.
 - d. human resource managers.
 - e. shop managers.
16. Bureaucracy is defined as a form of organization characterized by
- a. division of labor.
 - b. clearly defined hierarchy.
 - c. detailed rules and regulations.
 - d. impersonal relationships.
 - e. all of the above are true.

17. How do managers today use general administrative theories?
- a. Fayol's principles serve as frame of reference, which developed modern functions of management.
 - b. Weber's bureaucracy is not evident in today's modern organizations.
 - c. Fayol's is seen in the development of "one best way" of doing work.
 - d. Weber's mathematical models help managers analyze efficiency in assembly lines.
 - e. Fayol's operations research theory allows managers to develop long-range plans.
18. The field of study of actions or behavior of people at work is called
- a. action management.
 - b. qualitative management.
 - c. quantitative management.
 - d. organizational control.
 - e. organizational behavior.
19. The omnipotent view of management means
- a. the top manager is the only person in charge.
 - b. managers are directly responsible for an organization's success or failure.
 - c. that there is only one boss in the organization, and s/he is responsible for delegating orders.
 - d. managers have little or no responsibility for an organization's success or failure.
 - e. the employees are directly responsible for an organization's success or failure.
20. Managers operate within the constraints imposed
- a. by government at the federal and state level.
 - b. by the employees of the organization.
 - c. by the organization's culture and environment.
 - d. by the organization's board of directors.
 - e. by the manager's boss.
21. An organizational culture
- a. determines what an organization is to its stockholders.
 - b. determines what an organization should do for the stakeholders.
 - c. is a set of decisions passed down from the top-level manager to the employees.
 - d. directs the decisions made by the stockholders when looking at profits.
 - e. is a system of shared meaning and beliefs held by organizational members that determines how they act.

22. Strong cultures
- a. are found in organizations with strong leaders.
 - b. have a minimal influence on the employee when s/he is making decisions.
 - c. can be found in all organizations that exist.
 - d. have a greater influence on employees than do weak cultures.
 - e. are found in organizations with more members in them.
23. The original source of an organization's culture usually
- a. is shared among the first workers hired into the organization.
 - b. is formulated by the board of directors when the organization is formed.
 - c. identifies what the organization is successful doing.
 - d. reflects the vision or mission of the organization's founder.
 - e. comes from an employee suggestion contest to determine the organization's goals.
24. An organization's culture
- a. constrains what managers can do and are rarely explicit.
 - b. seldom constrains what managers can and cannot do and are rarely explicit.
 - c. seldom constrains what managers can and cannot do and are rarely implicit.
 - d. constrains what managers cannot do and are rarely implicit.
 - e. constrains what managers can and cannot do and are rarely explicit.
25. General environments usually do not have
- a. as little an impact as the economic environment.
 - b. as large a change in climate as the organizational climate.
 - c. as little an impact as the specific environment.
 - d. as large an impact as the specific environment.
26. Organizational culture is concerned with how members perceive the organization not whether they _____.
- a. like it
 - b. like their peers
 - c. like their boss
 - d. like their customers
27. The specific environment of organizations consists of constituencies that have a direct impact on managers' decisions and actions. The main constituencies are made up of customers, suppliers, competitors, and _____.
- a. legislators
 - b. pressure groups
 - c. employees
 - d. lawyers

True or False Questions (1 points each)

For each of the following choose the right answer.

1. The part of the environment directly related to achievement of an organization's goals is the specific environment.
 a. True
 b. False
2. Whereas effectiveness is concerned with the means of getting things done, efficiency is concerned with the ends, or attainment of organizational goals.
a. True
 b. False
3. Determining who reports to whom is part of the controlling management function.
a. True
 b. False
4. Technical skills become less important as a manager moves into higher levels of management.
 a. True
b. False
5. Because certainty is a threat to an organization's effectiveness, managers try to minimize it.
a. True
 b. False
6. General administrative theory focuses only on managers and administrators.
a. True
 b. False
7. The term *suppliers* includes providers of financial and labor inputs.
 a. True
b. False
8. An organization that has division of labor, clearly defined hierarchy, detailed rules, and impersonal relationships would be described as a bureaucracy.
 a. True
b. False
9. The qualitative approach to management has also been labeled operations research or management science.
a. True
 b. False

Bonus Questions (You will get 3 points if you answer correctly both questions, no points otherwise)

According to our class discussions regarding "Pygmalion in Management":

A young person's _____ is likely to be the most influential in that person's career

- (a) First job
- (b) First salary
- (c) First manager
- (d) Middle Manager
- (e) Senior Manager

"How can you get the best out of your employees?"

_____ "

- (a) Demand it from them
- (b) Expect the best
- (c) Increase their salary
- (d) Threaten to fire them otherwise
- (e) Show them how to do it

Short Essay (10 points)

In a short essay (not to exceed the space allocated below), define entrepreneurship and discuss the three important themes that stick out in this definition of entrepreneurship. Examples are welcome.

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V. Good

Entrepreneurship is ^{a process in which} a group of persons ^{or just 1 individual} working together as a team in the pursuit of opportunities. Three important themes stick out in this definition. First of all the pursuit of new opportunities. A good Entrepreneur should be able to recognise and see the availability of a new market that no one else has been looking into. The second important theme is innovation. Today every successful organization needs to be innovative, because the world around us is changing due to globalisation and technical discoveries, an organization needs also to change by being innovative. Last but not least growth is needed for any organization who is planning to stay in the business for a long period of time. For example Sony is one of the most innovative companies in the world. Everyday they have a new smaller and sophisticated product in the market. Pantagonia a green company has a manager that risked everything by hiring his friends to be his employees.

Not your typical
entrepreneurial co.
(large, sometimes
bureaucratic)