

ADM1300 Summer 2015

Part 1 (70 Marks) – select the most appropriate response to each of the following questions by darkening your selection on the Scantron sheet provided. There is only one correct answer to each question and each question carries 1 mark.

1. _____ refers to the quantity and quality of work performance, with resource utilization taken into account.
 - a) Effectiveness.
 - b) Efficiency.
 - c) Profitability.
 - d) Productivity.
 - e) Organizational performance.

2. A measure of the resource cost associated with goal accomplishment is called _____.
 - a) performance efficiency
 - b) productivity
 - c) return on Investment
 - d) performance effectiveness
 - e) value creation

3. The _____ consists of all the conditions in the external environment of an organization that forms a background context for managerial decision making.
 - a) Task environment.
 - b) General environment.
 - c) Specific environment.
 - d) Management environment.
 - e) Organizational environment.

4. The term that is used to describe the actual organizations, groups, and persons with which an organization interacts and conducts business is _____.
 - a) The general environment.
 - b) The specific environment.
 - c) The special environment.
 - d) The multiple environments.
 - e) The functional environment.

5. When the CEO of a large retail store chain decided to sell off or close some of the locations that were not profitable, she was performing the management function referred to as _____

- a) Delegating.
- b) Planning.
- c) Organizing.
- d) Leading.
- e) Controlling.

6. The four basic functions of management are _____.

- a) delegating, planning, organizing, and order giving.
- b) organizing, leading, controlling, and order giving.
- c) planning, organizing, leading, and controlling.
- d) delegating, leading, controlling, and decision making.
- e) planning, leading, controlling, and decision making.

7. According to Henry Mintzberg, managerial roles that involve interactions with people inside and outside the work unit are called _____.

- a) informational roles
- b) interpersonal roles
- c) decisional roles
- d) technical roles
- e) human roles

8. According to Robert Katz, the managerial skills least important to a top manager are:

- a) Technical skills.
- b) Organizational skills.
- c) Administrative skills.
- d) Conceptual skills.
- e) Supervisory skills.

9. _____ refer(s) to a job science that includes careful selection and training of workers along with proper supervisory support.

- a) Administrative principles.
- b) Scientific management.
- c) Contingency theory.
- d) Self-actualization.
- e) Fayol's principles of management.

10. _____ pioneered the use of motion studies as a management tool:

- a) Frederick Herzberg.
- b) Max Weber.
- c) Abraham Maslow.
- d) Frank and Lillian Gilbreth.
- e) Mary Parker Follett and James D. Mooney.

11. Weber's conception of bureaucratic organizations included all of the following characteristics except:

- a) Clear division of labour.
- b) Clear hierarchy of authority.
- c) Formal rules and procedures.
- d) Impersonality.
- e) Careers based on social and/or political connections.

12. Mary Parker Follett, a classical management theorist, believed that _____.

- a) Groups were mechanisms through which diverse individuals could combine their talents for a greater good.
- b) Organizations are communities in which managers and workers should labour in harmony.
- c) The manager's job is to help people in organizations cooperate with one another and achieve an integration of interests.
- d) All of the above.
- e) None of the above.

13. A key conclusion from the Hawthorne relay assembly test room studies was that _____.

- a) Workers cannot be productive at various levels of illumination.
- b) Workers are basically rational.
- c) Workers perform well when they share pleasant social relations with one another and when supervision is participatory.
- d) Workers are more productive when their pay scale is increased to match their effort.
- e) Workers are more productive when their work areas are well lighted.

14. According to McGregor, Theory Y managers tend to see their subordinates as _____.

- a) Passive, dependent, and reluctant.
- b) Irresponsible, resistant to change, lacking in ambition, disliking work, and preferring to be led rather than to lead.
- c) Willing to work, willing to accept responsibility, capable of self-direction, capable of self-control, imaginative, and creative.
- d) Disliking work because they prefer to be led rather than to lead.
- e) Basically rational and motivated by money.

15. A shared set of beliefs, values, and patterns of behaviour common to a group of people is referred to as _____.

- a) culture.
- b) the legal system.
- c) the economic system.
- d) group character.
- e) national style.

16. _____ cultures are those in which most communication takes place via the written or spoken word.

- a) Low-context
- b) Middle-context
- c) High-context
- d) Corporate
- e) Organizational

17. In _____, people tend to do one thing at a time.

- a) polychronic cultures
- b) monochronic cultures
- c) ethical cultures
- d) time dependent cultures
- e) sensitive cultures

18. Which of the following descriptions represents Hofstede's individualism-collectivism dimension?

- a) All people should have equal rights versus the ones in control are entitled to privilege.
- b) Willingness to take risks versus concern with security in life.
- c) Reliance on individual accomplishments and self-interests versus the collective accomplishments and interests of the group.
- d) Interdependence versus independence.
- e) Time is free versus time is money.

19. Which of the following descriptions best describes Hofstede's power distance dimension?

- a) Reliance on group decisions versus reliance on individual decisions.
- b) Everybody should have equal rights versus the ones who are in control are entitled to privilege.
- c) Willingness to take risks versus concern with security in life.
- d) Interdependence versus independence.
- e) Time is free versus time is money.

20. ____ reflect(s) the code of moral principles that sets standards as to what is "good" versus "bad" or "right" versus "wrong" in people's conduct, and thereby guides their moral choices and behaviour.

- a) Group norms
- b) Legal behaviour
- c) Ethics
- d) Civil law
- e) Humanistic behaviour

21. The underlying beliefs and attitudes that help determine behaviour are referred to as
- values.
 - ethics.
 - morals.
 - personal standards.
 - social norms.
22. The degree to which policies and rules are fairly administered in an organization is known as
- distributive justice.
 - moral justice.
 - ethical management.
 - procedural justice.
 - equitable policy.
23. A manager who operates in a foreign country with the premise that ethical behaviour is always determined by its cultural context is adopting a perspective of
- cultural activism.
 - cultural relativism.
 - ethical imperialism.
 - cultural socialism.
 - ethical realism.
24. When some action must be taken but there is *not* a clear “right” or “wrong” approach, a person is faced with a(n)
- moral pinch.
 - ethical dilemma.
 - managerial decision.
 - situation to avoid.
 - lawsuit.
25. _____ describes strategic thinking and risk-taking behaviour that results in the creation of new opportunities for individuals and/or organizations.
- Strategic planning.
 - Angel investing.
 - Entrepreneurship.
 - Management development.
 - Organizational development.

26. A(n) _____ is where a business owner sells to another person the right to operate the same business in another location, under the original owner's business name and guidance.
- a) Franchise.
 - b) Outsourcing alliance.
 - c) Supplier alliance.
 - d) Distribution alliance.
 - e) Professional partnership.
27. A _____ consists of business partners who agree on the contribution of resources and skills to the new venture, and on the sharing of profits, losses, and management responsibilities.
- a) Professional partnership
 - b) General partnership
 - c) Limited partnership
 - d) Unlimited partnership
 - e) Limited liability partnership
28. A _____ is a legal entity that exists separate from its owners, protects the owners from personal liability, and gives the firm a life of its own beyond that of its owners.
- a) Sole proprietorship
 - b) Partnership
 - c) Corporation
 - d) Limited liability partnership
 - e) Angel investor
29. _____ is a statement of action steps to be taken in order to accomplish objectives.
- a) A plan.
 - b) A solution.
 - c) A guideline.
 - d) An alternative.
 - e) A goal.

30. Which level of management spends more time with long-range planning?

- a) Lower-level managers.
- b) Middle-level managers.
- c) Lower-level and middle-level managers.
- d) Top-level managers.
- e) All levels of management.

31. _____ plans set broad, comprehensive, and longer-term action directions for the entire organization.

- a) Normal.
- b) Single-use.
- c) Strategic.
- d) Tactical.
- e) Operational.

32. All of the following are examples of functional plans except:

- a) Logistics plans
- b) Facilities plans
- c) Human resources plans
- d) Operational plans
- e) Financial plans

33. _____ is a technique that makes use of external comparisons to better evaluate one's current performance and identify possible actions for the future.

- a) Contingency planning.
- b) Scenario planning.
- c) Forecasting.
- d) Management by objectives.
- e) Benchmarking.

34. _____ is the process of inspiring others to work hard to accomplish important tasks.

- a) Management.
- b) Motivation.
- c) Culture building.
- d) Leadership.
- e) Teamwork.

35. Reward power, coercive power, and legitimate power are different types of _____.

- a) Formal leadership.
- b) Position power.
- c) Informal leadership.
- d) Personal power.
- e) Directive leadership.

36. Expert power and referent power are different types of _____.

- a) Formal leadership.
- b) Position power.
- c) Informal leadership.
- d) Personal power.
- e) Transformational leadership.

37. When a manager's charisma or interpersonal attractiveness is used to influence the behaviour of subordinates, the manager is using _____.

- a) Referent power.
- b) Human relations leadership.
- c) Expert power.
- d) Position power.
- e) Participative leadership.

38. In the Blake and Mouton Leadership Grid®, _____ is the preferred leadership style that reflects a high concern for both people and the task.

- a) Team management.
- b) Authority-obedience management.
- c) Country club management.
- d) Impoverished management.
- e) Middle-of-road management.

39. _____ leader develops special leader-follower relationships and inspires followers in extraordinary ways.

- a) Participative.
- b) Charismatic.
- c) Transformational.
- d) Transactional.
- e) Old-fashioned.

40. A company leader who can inspire followers above their own self-interests and have a profound effect on employees' performance is known as _____ leader.

- a) transactional
- b) improvish
- c) informational
- d) transformational
- e) laissez-faire

41. Anything that interferes with the effectiveness of the communication process is _____.

- a) Disturbance.
- b) Physical distraction.
- c) Noise.
- d) An ineffective channel.
- e) Passive feedback.

42. _____ takes place through such things as hand movements, body posture, eye contact, and the use of interpersonal space.

- a) Mixed messages.
- b) Verbal communication.
- c) Nonverbal communication.
- d) Status effects.
- e) Oral communication.

43. As part of the communication process, _____ refers to the use of space to convey varying intentions in terms of intimacy, openness, and status.

- a) Attributions.
- b) Mixed messages.
- c) Nonverbal behaviours.
- d) Proxemics.
- e) Perceptual distortions.

44. A(n) _____ is a set of expectations held by an individual about what will be given and received in the employment relationship.

- a) Work rubric
- b) Employment contract
- c) Psychological contract
- d) Exchange agreement
- e) Employment norm

45. Identifying an individual with a group or category and using oversimplified attributes of the group or category to describe the individual is the perceptual distortion mechanism of _____.

- a) Stereotyping
- b) The halo effect
- c) Selective perception
- d) A neurological disorder
- e) Projection

46. Using a single attribute to develop an overall impression of a person or situation is called _____.

- a) Stereotyping
- b) The halo effect
- c) Selective perception
- d) Impression management
- e) Projection

47. Singling out for attention those aspects of a situation or attributes of a person that reinforce or are consistent with one's beliefs, values, or needs is termed _____.

- a) Stereotyping
- b) The halo effect
- c) Selective perception
- d) Impression management
- e) Projection

48. _____ is one of the "Big Five" personality traits that reflects the degree to which someone is outgoing, sociable, and assertive.

- a) Extroversion
- b) Agreeableness
- c) Conscientiousness
- d) Emotional stability
- e) Openness

49. _____ is the extent to which people believe they are in control of their destinies versus believing that that what happens to them is beyond their control.

- a) Locus of control
- b) Authoritarianism
- c) Machiavellianism
- d) Problem-solving style
- e) Self-monitoring

50. _____ describes the discomfort a person feels when attitudes and behaviour are *inconsistent*.

- a) Affective state
- b) Cognitive component
- c) Cognitive dissonance
- d) Job involvement
- e) Job dissatisfaction

51. A(n) _____ is a choice among alternative possible courses of action.

- a) Problem.
- b) Performance deficiency.
- c) Performance opportunity.
- d) Decision.
- e) Action plan.

52. Josephine has just been given the assignment of developing the Sales and Marketing strategy for the company's new product line to be released in December. What type of decision-making will be required of Josephine?

- a) structured
- b) unstructured
- c) technical
- d) programmed
- e) nonprogrammed

53. _____ indicates that decisions are rational only within the boundaries defined by the available information.

- a) Bounded rationality.
- b) Available rationality.
- c) Limited decision making.
- d) Classical decision making.
- e) Optimal rationality.

54. When people face complex environments and have limited information, they often use simplifying strategies for decision making. These simplifying strategies are known as _____.

- a) Uncertainty reduction.
- b) Heuristics.
- c) Optimizing.
- d) Rationalization.
- e) Work simplification.

55. Physiological, safety, and social needs are _____, according to Maslow's hierarchy of needs theory.

- a) Survival order needs.
- b) Lower-order needs.
- c) Higher-order needs.
- d) Superior needs.
- e) Inferior needs.

56. Which of the following is an incorrect description of need satisfaction in Maslow's hierarchy?

- a) Self-actualization needs are satisfied entirely with intrinsic rewards.
- b) Esteem needs are satisfied by both intrinsic and extrinsic rewards.
- c) Social needs are satisfied by both intrinsic and extrinsic rewards.
- d) Safety needs are satisfied entirely by extrinsic rewards.
- e) Physiological needs are satisfied entirely by extrinsic rewards.

57. All the following statements accurately describe Herzberg's hygiene factors EXCEPT:

- a) Hygiene reflects the things that turn people off.
- b) Hygiene refers to the work setting.
- c) Hygiene prevents job dissatisfaction from occurring.
- d) Hygiene contributes to job satisfaction.
- e) Hygiene includes working conditions, interpersonal relations, organizational policies, and salary.

58. According to the equity model of motivation, which of the following is incorrect?
- a) Perceived inequity occurs whenever a person feels that the rewards received for his/her work efforts are unfair given the rewards others appear to be getting for their work efforts.
 - b) Perceived equity occurs whenever a person perceives that his/her personal rewards/inputs ratio is equivalent to the rewards/inputs ratio of a comparison other.
 - c) People who feel underpaid will increase their work efforts in order to increase their compensation.
 - d) People who feel underpaid experience a sense of anger.
 - e) People who feel overpaid experience a sense of guilt.
59. In the expectancy theory of motivation, the person's belief that successful performance will be followed by rewards or other potential outcomes is called _____.
- a) Instrumentality.
 - b) Valence.
 - c) Expectancy.
 - d) The multiplier effect.
 - e) Comparable worth.
60. Percy is a sales representative for a company in Edmonton. He's been told that if he meets his sales goals for the month, he will be given an all-expenses-paid trip to Calgary to visit the zoo. Percy has visited the zoo many times before and is not interested in going there again. According to expectancy theory, Percy's sales performance might be influenced by low _____.
- a) valence
 - b) expectancy
 - c) instrumentality
 - d) goals
 - e) reinforcement
61. In the two-factor theory of motivation, a _____ is found in job context, such as working conditions, interpersonal relations, organizational policies, and salary.
- a) Existence factor.
 - b) Satisfier factor.
 - c) Hygiene factor.
 - d) Affiliation factor.
 - e) Relatedness factor.

62. Which of the following descriptions of the need for power is NOT accurate?

- a) The need for personal power is exploitative and involves manipulation and power for the pure sake of personal gratification.
- b) The need for personal power is crucial for success in management.
- c) The need for social power involves using power in socially responsible ways and is directed toward group or organizational objectives rather than personal objectives.
- d) The need for social power is essential to managerial leadership.
- e) People high in the need for power prefer work that involves control over other persons, has an impact on people and events, and brings public recognition and attention.

63. A(n) _____ is a small group of people with complementary skills, who work together to accomplish shared goals while holding themselves mutually accountable for performance results.

- a) Organization.
- b) Network.
- c) Team.
- d) Gang.
- e) Agency.

64. A _____ has members who come from different functional units of the organization.

- a) Departmental sharing team.
- b) Cross-functional team.
- c) Structural team.
- d) Communication team.
- e) Organizational involvement committee.

65. A group of people who work together and solve problems through computer-mediated interactions instead of face-to-face meetings is operating as _____.

- a) An automated quality circle.
- b) A virtual team.
- c) An electronically stimulated group.
- d) A wide-area network team.
- e) A human resource team.

66. Christine's work team does its own hiring and scheduling and is even responsible for evaluating each other's performance. Christine's work team is part of a _____ team.

- a) cross-functional
- b) matrix
- c) problem-solving
- d) virtual
- e) self-managed

67. In the life cycle of a team, conflicts over tasks and ways of operating as a team occur in the _____ stage.

- a) Forming.
- b) Storming.
- c) Norming.
- d) Performing.
- e) Adjourning.

68. A tendency for highly cohesive groups to lose their evaluative capabilities is called _____.

- a) Synergy.
- b) Norm overload.
- c) Dysfunctionalism.
- d) Group stasis.
- e) Groupthink.

69. Groupthink can be avoided by doing all of the following EXCEPT:

- a) Assigning the role of critical evaluator to each group member.
- b) Having the leader strongly advocate a particular course of action.
- c) Creating sub-teams to work on the same problem and then sharing their proposed solutions.
- d) Inviting outside experts to observe and react to group process and decisions.
- e) Assigning one member to play a “devil’s advocate” role at each team meeting.

70. As a cause of conflict, _____ involve unclear job expectations and other task uncertainties that increase the likelihood that people will be working at cross-purposes.

- a) Role ambiguities.
- b) Resource scarcities.
- c) Task interdependencies.
- d) Competing objectives.
- e) Structural differentiation.

Part 2 (30 Marks) – Respond to **ANY THREE** of the following questions in the exam booklet provided. Point form responses are acceptable but full sentences must be used. Each question carries 10 marks. Do not respond to more than three questions - If you respond to more than three questions, only the first three will be graded!

1. Describe the key dimensions of Geert Hofstede's framework for comparing national cultures. What are the implications of these cultural dimensions for international business?
2. What is corporate social responsibility? In your opinion, should businesses be socially responsible? Support your answer with appropriate reasons.
3. Many Canadian businesses are structured in the form of sole proprietorships. What is a sole proprietorship? Provide an example of a business that would commonly be operated as a sole proprietorship. What are the advantages and disadvantages of operating as a sole proprietorship?
4. Describe the benefits of planning for individuals and organizations.
5. What are the fundamental barriers to effective communication?
6. Explain how risk, certainty, and uncertainty influence the decisions that managers make.
7. Discuss equity theory and how it relates to managing for motivation.
8. What is an effective team? How can team building increase team effectiveness? How can leadership help increase team effectiveness?