Quiz Ch. 15

Multiple Choice

Identify the choice that best completes the statement or answers the question.

1. _____ help(s) managers find value in an overload of information, while _____skills help managers respond efficiently and effectively to meet needs of customers.

   a) Technical skills; critical thinking
   b) Critical thinking; conceptual
   c) Decision making; critical thinking
   d) Critical thinking; decision-making

2. Henry was hired two years ago to be the database technician. He has now been named a shift leader, which requires him to hire and train new workers, evaluate the performance of the workers employed on his shift, and ensure that the output produced meets quality standards. Henry's new position will require him to make significant use of his

   a) autocratic skills.
   b) technical skills.
   c) conceptual skills.
   d) proactive skills.

3. Maslow theorized that _____ needs are met at work when employees are acknowledged for hard work with pay raises and promotions.

   a) esteem
   b) self-actualization
   c) safety
   d) physiological

4. _____ managers believe that employee intellectual capacity is underutilized and that employees can be motivated with a variety of rewards.

   a) Theory A
   b) Theory Z
   c) Theory Y
   d) Theory X

5. Eric likes the fact that he has a significant degree of freedom and authority while performing his job. This indicates that his company has provided Eric with _____, which is a factor that contributes to _____.

   a) skill variety; job equity
   b) task significance; meeting his physiological needs
   c) task identity; job enrichment
   d) autonomy; job enrichment

6. Job enrichment includes all of the following factors EXCEPT

   a) task identity.
   b) job security.
   c) autonomy.
   d) skill variety.

7. Bipin has been an intern at the local bank for almost all of his senior year of college. Lately, his motivation has suffered because the work he is doing repetitive and makes little use of his college education. Today, his supervisor, Laura, approached Bipin and asked if he would like to be part of a larger project for the bank—one that would be much more complex, challenging, and important. Feeling empowered to make a difference, Bipin agrees. He cannot wait to get to started. According to Maslow, Laura is motivating Bipin by meeting his _____ needs.

   a) internalization
   b) self-actualization
   c) social
   d) physiological

8. A large community college system recently opened a new campus. The student services offices at the three existing campuses utilized employees in specialized ways: some employees performed advising; others performed counseling; while still others were financial aid experts. At the new campus, employees are encouraged to learn a variety of tasks, which essentially enlarged their jobs and made them more meaningful. The college's approach is consistent with the strategy of

    a) job education.
    b) scientific management.
    c) job enrichment.
    d) Theory X.

9. Raphael manages Sarah, an employee who continues to regress at work. In the beginning, Sarah's work was far above the others, but now she seems to have lost her attention to detail. Her work is sloppy and full of errors. Raphael would like to turn the situation around. Because Sarah was once a star performer, he knows that she can put forth the effort and accomplish the tasks. After talking with her, Raphael concludes that the main problem is that Sarah doesn't think the reward she receives is enough to justify a high level of performance. This finding is consistent with

    a) enrichment theory.
    b) maintenance theory.
    c) goal setting theory.
    d) expectancy theory.

10. First line managers focus on _____ planning, applying plans to daily, weekly, and monthly operations.

    a) strategic
    b) tactical
    c) operational
    d) contingency

11. The _____ defines the organization's purpose, values, and core goals, providing the framework for all other plans.

    a) mission
    b) position statement
    c) strategic plan
    d) tactical plan

12. The _____ function involves figuring out where to go and how to get there. It is the core of effective management.

    a) controlling
    b) leading
    c) organizing
    d) planning

13. Google's _____ is to organize the world's information and make it universally accessible and useful.

    a) tactical plan
    b) strategic plan
    c) direction
    d) mission

14. The most effective _____ are specific and measurable, tied to a timeframe, and realistic but challenging.

    a) tactical objectives.
    b) tactical goals
    c) need hierarchies
    d) strategic goals

15. Which of the following questions would be most likely the focus of a tactical planning process?

    a) Should we merge with another company?
    b) Should we buy some new machinery for our Dothan plant?
    c) How many workers should we schedule for the Dothan plant to meet the needs of next week's production schedule?
    d) How can the firm best respond to expected competitive threats over the next five years?

16. _____ departmentalization is common in manufacturing where workers are grouped according to the type of work they perform.

    a) Functional
    b) Product
    c) Process
    d) Customer

17. A _____ organization creates flexibility as it brings together specialists from different areas of the company to work temporarily on individual projects.

a) line
b) line-and-staff
c) matrix
d) corporate

18. In centralized companies, top management

a) delegates a significant amount of decision-making authority to first line management.
b) relies on middle management to actively participate in making decisions.
c) delegates all but the most crucial decisions to employees throughout the organization.
d) makes all of the important decisions.

19. When organizations employ different types of departmentalization at different levels of the organization, their approach is called _____ departmentalization.

a) functional
b) customized
c) free-form
d) hybrid

20. Lauren works at CDz, the local music store. Lately, she has noticed that Mike, the regional manager, is making more of the decisions for store displays and music selections than he has done in the past. When she asks Mike why he has picked up the added responsibility, he says, “Headquarters wants to ensure a more consistent approach to our customers, so they’ve decided to go to a more _____ approach.”

a) downsized
b) rightsized
c) decentralized
d) centralized

21. Mike Kerr is an engineer who works for Lockheed Martin. He frequently is part of a team that is assigned to special projects. When he participates in these projects, he finds himself reporting to both the project manager and the manager in charge of his regular department. This type of arrangement suggests that Lockheed Martin is making use of a

a) decentralized staff organization.
b) multiple-line organization.
c) matrix organization.
d) pure line-and-staff organization.

22. _____ is the function of directing, inspiring, and motivating people to achieve organizational goals.

a) Planning
b) Organizing
c) Leading
d) Controlling

23. Adolf Hitler, although dynamic and inspiring, is not considered a great leader. Why?

a) His vision was rejected by most of his countrymen.
b) His values were twisted and endgame was wrong.
c) He was too indecisive.
d) He was insincere in his message and was motivated more by political gain than by a true belief in the values he communicated.

24. _____ is the management function that monitors the performance of the firm and makes improvements when necessary.

a) Planning
b) Leading
c) Organizing
d) Controlling

25. As a firm changes its strategic plan, consideration should be given as to how it will measure the progress of the new plan. This is likely to prompt a change in the _____ process.

a) planning
b) leading
c) organizing
d) control