

SM220 Final Exam SP '20

True/False

Indicate whether the sentence or statement is true or false.

- ☐ 1. Research on the relationship between satisfaction and turnover shows that satisfied employees have higher levels of turnover while dissatisfied employees have lower levels of turnover.
- ☐ 2. SWOT analysis includes an analysis of an organization's environmental opportunities and threats.
- ☐ 3. Effective managers view knowledge as a resource, as important to the success of an organization as money, raw materials, or office equipment.
- ☐ 4. Management by Objectives is a process of setting mutually agreed-upon goals and using those goals to evaluate employee performance.
- ☐ 5. Managers need to maintain their parochial views and do not have to adapt to cultures, systems, and techniques that are different from their own to succeed in today's global village.
- ☐ 6. Organizational cultures influence how employees behave in an organization.
- ☐ 7. Maintaining good financial records and financial controls should not be a priority of every entrepreneur.
- ☐ 8. If a manager clearly and articulately verbalizes instructions to a subordinate and the subordinate understands and complies with the message, communication can be said to have taken place.
- ☐ 9. The three most popular ways that managers help individually-motivated employees become successful team players include proper selection, employee training, and rewards for collaborative behaviors.
- ☐ 10. A goal of efficiency is to maximize resource costs.
- ☐ 11. A variable compensation plan that pays employees on the basis of some performance measure classifies as pay-for-performance compensation.
- ☐ 12. One of the central characteristics of continuous improvement programs in organizations is the use of teams.
- ☐ 13. Legitimate power and authority are not inherent in management positions.
- ☐ 14. Managers and leaders are the same.

- ▼ 15. The Gantt chart can serve as a control tool because the manager can see deviations from the plan.
- ▼ 16. One of the reasons why operations management is so important to organizations and managers is that it plays a strategic role in an organization's competitive success.
- ▼ 17. The four contemporary management processes are planning, organizing, leading and controlling.
- ▼ 18. One of the challenges in understanding organizational behavior is that it addresses issues that aren't obvious.
- ▼ 19. Maslow argued that each level in the needs hierarchy must be substantially satisfied before the next becomes dominant.
- ▼ 20. Group decisions do not provide more complete information than individual decisions.

Multiple Choice

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

- ▼ 1. Managers should ensure that employees have _____ goals and feedback on how well they are doing in achieving those goals.
- | | |
|-------------------|------------------------|
| a. hard, specific | c. management dictated |
| b. simple, clear | d. all of the above |
- ▼ 2. Productivity includes the overall output of goods and services that is then _____ the inputs.
- | | |
|--------------------|------------------|
| a. subtracted from | c. multiplied by |
| b. added to | d. divided by |
- ▼ 3. Which of the following is true about organizationally committed and satisfied employees?
- | | |
|--|--|
| a. Higher rates of cognitive dissonance. | c. Lower rates of turnover and absenteeism |
| b. Much higher pay levels. | d. Higher rates of voluntary turnover |
- ▼ 4. Which of the following is important in effectively implementing the chosen alternative in the decision-making process?
- | | |
|---|---|
| a. Ignoring criticism concerning your chosen alternative. | c. Double-checking your analysis of potential errors. |
|---|---|

- b. Getting upper-management support. d. Encouraging those impacted by the outcome to participate in the process.

5. For communication to be successful, the receiver must _____.
a. have access to a formal channel. c. decode the message.
b. suppress noise. d. listen actively.

6. One general conclusion that surfaces from leadership research is that _____.
a. national culture is a situational variable in determining which leadership style will be most effective. c. effective leaders do not use any single style.
b. women are better leaders than men. d. leaders always make good team leaders.

7. Teams typically outperform individuals when tasks require _____.
a. speed and cost-effectiveness. c. multiple skills and experience.
b. creativity and efficiency. d. a variety of viewpoints and negotiating skills.

8. The essence of continuous improvement programs is process improvement, and _____ is essential to process improvement.
a. communication c. employee participation
b. technology d. top management

9. Planning involves defining the organizations goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans _____.
a. to establish the quality and quantity of work to be accomplished. c. to integrate and coordinate work activities.
b. as to which shift will perform what work functions. d. to determine which manager will be in charge of which department.

10. The appropriate structure for an organization is based on four contingency variables: strategy, size, the environment, and _____.
a. intensity of competition. c. technology.
b. leadership. d. All of the above.

11. It is easy to see the operations management process at work in _____.
a. manufacturing organizations c. service organizations

- b. financial organizations d. consulting organizations

 ▼

12. Managers need to simplify language and _____ whom the message is directed so that the language can be tailored to the receivers.

- a. present it to c. consider the audience to
b. write the jargon for d. end the communication to

 ▼

13. Managers can't really know whether their work units are working properly until they've evaluated what activities have been done _____.

- a. with those that remain. c. and evaluate the performance of each of their employees.
b. and have compared actual performance to a desired standard. d. successfully.

 ▼

14. As change agents, managers should be motivated to initiate change because they are committed to

- a. meeting the competition head-on in the market. c. manage and want to do the best they can for everyone.
b. promoting the welfare of their employees. d. improving their organization's performance.

 ▼

15. An effective control system ensures that activities are completed in ways that _____.

- a. lead to attainment of the organization's goals. c. minimize conflict.
b. maximize profits. d. motivate employees.

 ▼

16. Organizational behavior provides managers with considerable insights into hidden aspects of the organization, which include _____.

- a. policies and procedures. c. strategies.
b. informal interactions. d. structure.

Matching

- | | |
|------------------------|-----------------------------|
| a. Innovation | k. Outsourcing |
| b. Machiavellianism | l. Contingent Workforce |
| c. Job Analysis | m. Cross-functional |
| d. Job Description | n. Transactional Leaders |
| e. Coercive Power | o. Transformational Leaders |
| f. Work Specialization | p. Motivation |
| g. Middle Managers | q. Rules |
| h. Active Listening | r. Programmed |
| i. Strategic Plans | s. Control |

j. Tactical Plans

t. Operations

1. _____ management oversees the transformation process that converts resources such as labor and raw materials into finished goods and services.

2. _____ are leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements.

3. _____ is the power that rests on the leader's ability to punish or control.

4. _____ is someone who is pragmatic, maintains emotional distance, and believes that ends can justify means.

5. _____ decision making is relatively simple and tends to rely heavily on previous solutions.

6. A written statement of what a job holder does, how it is done, and why it is done is known as _____.

7. The level of management between supervisory level and the top level of an organization are termed _____.

8. Plans that specify the details of how the overall goals are to be achieved are known as _____.

9. _____ is a result of an interaction between a person and a situation.

10. A leader, such as Bill Gates of Microsoft, who can inspire followers above their own self-interests and can have a profound effect on their performance, is known as a(n) _____.

11. A _____ team would bring together organizational members from marketing, accounting, human resources, and finance to work on a task.

12. Part-time, temporary, and contract workers who are available for hire on an as-needed basis are known as _____.

13. _____ is the process of taking a creative idea and turning it into a useful product service, or method of operation.

14. _____ is the process of monitoring activities to ensure that they are being accomplished as planned.

15. Plans that apply to the entire organization, establish the organization's overall goals and seek to position the organization in terms of its environment are called _____.

16. An organizations' use of outside firms to provide necessary products and services is known as ____.
17. ____ are explicit statements that tell managers what he or she can or cannot do.
18. The degree to which tasks in an organization are divided into separate jobs is known as ____.
19. Listening for full meaning without making premature judgments or interpretations is called ____.
20. An assessment that defines the jobs and behaviors necessary to perform the job is known as ____.

Extra Credit (5 Points): Describe the four functions of management and explain why ethics is important to understand when administering your duties!