

## Part I. True or False

*Indicate whether the sentence or statement is true or false.*

The respondent's email [REDACTED] was recorded on submission of this form.

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.

\* 1 point

☐ True

☒ False

SWOT analysis includes an analysis of an organization's environmental opportunities and threats.

\* 1 point

☒ True

☐ False

Effective managers view knowledge as a resource, as important to the success of an organization as money, raw materials, or office equipment.

\* 1 point

☒ True

☐ False

Management by Objectives is a process of setting mutually agreed-upon goals and using those goals to evaluate employee performance. \* 1 point

- ☒ True
- ☐ False

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. \* 1 point

- ☐ True
- ☒ False

Organizational cultures influence how employees behave in an organization. \* 1 point

- ☒ True
- ☐ False

Maintaining good financial records and financial controls should not be a priority of every entrepreneur. \* 1 point

- ☐ True
- ☒ False

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.

\* 1 point

- ☒ True
- ☐ False

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.

\* 1 point

- ☒ True
- ☐ False

A goal of efficiency is to maximize resource costs. \*

1 point

- ☒ True
- ☐ False

A variable compensation plan that pays employees on the basis of some performance measure classifies as pay-for-performance compensation.

\* 1 point

- ☒ True
- ☐ False

One of the central characteristics of continuous improvement programs in organizations is \* 1 point  
the use of teams.

- ☒ True
- ☐ False

Legitimate power and authority are not inherent in management positions. \* 1 point

- ☒ True
- ☐ False

Managers and leaders are the same. \* 1 point

- ☒ True
- ☐ False

The Gantt chart can serve as a control tool because the manager can see deviations from \* 1 point  
the plan.

- ☒ True
- ☐ False

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.

\* 1 point

- ☒ True
- ☐ False

The four contemporary management processes are planning, organizing, leading and controlling.

\* 1 point

- ☒ True
- ☐ False

One of the challenges in understanding organizational behavior is that it addresses issues that aren't obvious.

\* 1 point

- ☐ True
- ☒ False

Maslow argued that each level in the needs hierarchy must be substantially satisfied before the next becomes dominant.

\* 1 point

- ☒ True
- ☐ False

Group decisions do not provide more complete information than individual decisions. \*

1 point

- ☐ True
- ☒ False

## Part II. Multiple Choice

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

Managers should ensure that employees have \_\_\_\_\_ goals and feedback on how well they are doing in achieving those goals. \*

1 point

- ☒ specific, measurable, achievable, relevant, and timely
- ☐ management dictated
- ☐ subject to their own interpretation
- ☐ all of the above

Productivity includes the overall output of goods and services that is then \_\_\_\_\_ the inputs.

\* 1 point

- ☐ subtracted from
- ☒ multiplied by
- ☐ added to
- ☐ divided by

Which of the following is true about organizationally committed and satisfied employees? \* 1 point

- ☐ Higher rates of cognitive dissonance.
- ☒ Lower rates of turnover and absenteeism
- ☐ Much higher pay levels.
- ☐ Higher rates of voluntary turnover

Which of the following is important in effectively implementing the chosen alternative in the decision making process? \* 1 point

- ☐ Ignoring criticism concerning your chosen alternative.
- ☒ Double-checking your analysis of potential errors.
- ☐ Getting upper-management support.
- ☐ Encouraging those impacted by the outcome to participate in the process.

For communication to be successful, the receiver must \_\_\_\_\_. \* 1 point

- ☐ have access to a formal channel.
- ☐ decode the message.
- ☐ suppress noise.
- ☒ listen actively.

One general conclusion that surfaces from leadership research is that \_\_\_\_\_. \* 1 point

- ☒ national culture is a situational variable in determining which leadership style will be most effective.
- ☐ effective leaders do not use any single style. They adapt as needed.
- ☐ women are better leaders than men.
- ☐ leaders always make good team leaders.

Teams typically outperform individuals when tasks require \_\_\_\_\_. \* 1 point

- ☐ speed and cost-effectiveness.
- ☒ multiple skills and experience.
- ☐ creativity and efficiency.
- ☐ a variety of viewpoints and negotiating skills.

The essence of continuous improvement programs is process improvement, and \_\_\_\_\_ is \* 1 point essential to process improvement.

- ☐ communication
- ☐ employee participation
- ☐ technology
- ☒ top management



Planning involves defining the organizations goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans\_\_\_\_\_.

\* 1 point

- ☒ to establish the quality and quantity of work to be accomplished.
- ☐ to integrate and coordinate work activities.
- ☐ as to which shift will perform what work functions.
- ☐ to determine which manager will be in charge of which department.

The appropriate structure for an organization is based on four contingency variables: strategy, size, the environment, and \_\_\_\_\_.

\* 1 point

- ☐ intensity of competition.
- ☒ technology.
- ☐ leadership.
- ☐ All of the above.

It is easy to see the operations management process at work in \_\_\_\_\_.\*

1 point

- ☐ manufacturing organizations
- ☒ service organizations
- ☐ financial organizations
- ☐ consulting organizations

Managers need to simplify language and \_\_\_\_\_ whom the message is directed so that the language can be tailored to the receivers. \* 1 point

- ☐ present it to
- ☒ consider the audience to
- ☐ write the jargon for
- ☐ end the communication to

Managers can't really know whether their work units are working properly until they've evaluated what activities have been done \_\_\_\_\_. \* 1 point

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

As change agents, managers should be motivated to initiate change because they are committed to \* 1 point

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

An effective control system ensures that activities are completed in ways that \_\_\_\_\_.

\* 1 point

- ☒ lead to attainment of the organization's goals.
- ☐ minimize conflict.
- ☐ maximize profits.
- ☐ motivate employees.

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

\* 1 point

- ☒ policies and procedures.
- ☐ strategies.
- ☐ informal interactions.
- ☐ structure.

The primary job of a manager is to \_\_\_\_\_ . \*

1 point

- ☐ make decisions that help an organization grow
- ☐ tackle tasks that are too difficult for nonmanagerial employees
- ☐ coordinate between organization leaders and ordinary employees
- ☒ direct and oversee the work of others

Planning is concerned with \_\_\_\_\_. \*

1 point

- ☒ both ends and means
- ☐ ends only
- ☐ means only
- ☐ neither ends nor means

\_\_\_\_\_ is the goal of employment planning. \*

1 point

- ☒ selecting competent employees
- ☐ obtaining competent employees with outdated skills
- ☐ obtaining incompetent and low-performing employees
- ☐ selecting attractive employees only

Controlling compares \_\_\_\_\_ to see if goals are being achieved. \*

1 point

- ☐ planned performance to standard performance
- ☐ standard performance to ideal performance
- ☐ actual performance to competitor performance
- ☒ actual performance to planned performance

### Part III. Matching

*Enter the appropriate word(s) to complete the statement.*

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

Machiavellianism ▼

\_\_\_\_\_ are leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements. \* 1 point

Transactional Leaders ▼

\_\_\_\_\_ is the power that rests on the leader's ability to punish or control. \* 1 point

Coercive Power ▼

\_\_\_\_\_ is someone who is pragmatic, maintains emotional distance, and believes that ends can justify means. \* 1 point

Coercive Power ▼

\_\_\_\_\_ decision making is relatively simple and tends to rely heavily on previous solutions. \* 1 point

Control ▼

A written statement of what a job holder does, how it is done, and why it is done is known as \_\_\_\_\_. \* 1 point

Job Description ▼

The level of management between supervisory level and the top level of an organization are termed \_\_\_\_\_. \* 1 point

Middle Managers ▼

Plans that specify the details of how the overall goals are to be achieved are known as \_\_\_\_\_. \* 1 point

Strategic Plans ▼

\_\_\_\_\_ is a result of an interaction between a person and a situation. \* 1 point

Middle Managers ▼

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) \_\_\_\_\_. \* 1 point

Transformational Leaders ▼

A \_\_\_\_\_ team would bring together organizational members from marketing, accounting, human resources, and finance to work on a task. \* 1 point

Operations ▼

Part-time, temporary, and contract workers who are available for hire on an as-needed basis are known as \_\_\_\_\_. \* 1 point

Work Specialization ▼

\_\_\_\_\_ is the process of taking a creative idea and turning it into a useful product service, or method of operation. \* 1 point

Tactical Plans ▼

\_\_\_\_\_ is the process of monitoring activities to ensure that they are being accomplished as planned. \* 1 point

Transactional Leaders ▼

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 \_\_\_\_\_. \* 1 point

Operations ▼

An organizations' use of outside firms to provide necessary products and services is known as \_\_\_\_\_. \* 1 point

Outsourcing ▼

\_\_\_\_\_ are explicit statements that tell managers what he or she can or cannot do. \* 1 point

Active Listening ▼

The degree to which tasks in an organization are divided into separate jobs is known as \_\_\_\_\_. \* 1 point

Job Analysis ▼

Listening for full meaning without making premature judgments or interpretations is called \_\_\_\_\_. \* 1 point

Active Listening ▼

An assessment that defines the jobs and behaviors necessary to perform the job is known as \_\_\_\_\_. \* 1 point

Innovation ▼

Part IV. Extra Credit (5 points)



You may five (5) additional extra credit points to be added to your final exam grade by answering the following question:

List and describe the four functions of management and explain why ethics is important to understand when administering your duties.

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