

BIRZEIT UNIVERSITY
Faculty of Business & Economics
Department of Business Administration & Marketing
Principles of Management (BUSA 230)
Second Semester 2018/2019
First Hour Exam

48
50
Excellent

Student Name in Arabic & ID #: سوسان عwashra

Choose and tick your class from the following:

- L1.Sawsan Awashra on M, W@12:50 - 14:05 L4.Sawsan Awashra on M, W@10:00- 11:15
 L2.Nadeen Nabulsi on M, W@11:25 - 12:40 L5.Nadeen Nabulsi on T, R@14:15 - 15:30
 L3.Muna Khoury on T, R @08:30 - 09:45
 L6.Maisa Burbar on T, R@ 11:25 - 12:40

ANSWER SHEET.

Multiple Choice / True & False					
1-	F	16-	T	31-	C
2-	T	17-	Ax	32-	D
3-	F	18-	A		
4-	T	19-	D		
5-	F	20-	B		
6-	F	21-	D		
7-	F	22-	A		
8-	F	23-	D		
9-	F	24-	B		
10-	T	25-	A		
11-	T	26-	B		
12-	Tx	27-	D		
13-	F	28-	C		
14-	F	29-	D		
15-	T	30-	B		

20
30
32

✓
18
18

Multiple choice questions:

17. Hani works for a large industrial organization and one of his primary tasks is production scheduling. A very useful management approach that could assist Hani in this task is:
- A. time and motion studies ✓
 - B. the human relations approach
 - C. quantitative approach ✓
 - D. scientific management ✓
18. Which of the following are the two dimensions of environmental uncertainty?
- A. degree of change and degree of complexity
 - B. degree of change and degree of volume
 - C. degree of complexity and degree of impact
 - D. degree of impact and degree of timing
19. According to Fayol, the notion that workers should receive orders from only one manager is known as:
- A. Centralization
 - B. Unity of direction
 - C. Remuneration ~~المرتبات~~
 - D. Unity of Command
20. All of the following are factors that serve to sustain organizational cultures except _____.
- A. selection
 - B. low-cost
 - C. socialization
 - D. top management
21. Jamila believes that if she understands her people and adapts her organization to them, she will be successful. She would most likely be considered to be a follower of which of the following management approaches?
- A. scientific approach
 - B. classical approach
 - C. contingency approach
 - D. behavioral approach
22. The process of reaching organizational goals by working with and through people and other resources is termed:
- A. management
 - B. planning
 - C. organizing
 - D. efficiency

23. Which of the following terms is part of the definition of a strong culture?
- A. little influence over members' behavior
 - B. High levels of conflict
 - C. weakly held values
 - D. intensely held values
24. The management functions of planning, organizing, leading, and controlling are:
- A. only practiced in large organizations ✗
 - B. integrally related and cannot be separated ✓
 - C. used to achieve efficiency but not effectiveness ✗
 - D. only performed by top managers ✗
25. Which of the following researchers would NOT be considered a major contributor to the classical approach to management?
- A. Abraham Maslow
 - B. Frederick Taylor ✓
 - C. Frank Gilbreth ✓
 - D. Henry Fayol ✓
26. Which of the following is not a means of transmitting ^{ثقافة} culture within an organization?
- A. stories
 - B. decentralization
 - C. rituals
 - D. language
27. According to the text book, which of the following skills is NOT important for successful management performance?
- A. technical skills
 - B. human skills
 - C. conceptual skills
 - D. none of the above
28. Managers operate within the constraints imposed by _____.
- A. government at the federal and state level ✓
 - B. the employees of the organization ✗
 - C. the organization's culture and environment ✓
 - D. the organization's board of directors ✗
29. According to Weber's ideal bureaucracy, _____ is when people are selected for jobs based on technical qualifications.
- A. career orientation ✗
 - B. authority hierarchy ✗
 - C. impersonality ✗
 - D. formal selection

30. _____ is a shared system of meaning held by the organization's members that distinguishes the organization personality from other organizations.

- A. Institutionalization
- B. Organizational culture
- C. Socialization
- D. Formalization

31. The most important aspect of management is:

- A. leading
- B. organizing
- C. managing goals
- D. controlling

32. According to the concept of the Universality of Management:

- A. the principles of management apply to all types of organizations
- B. the principles of management apply to all organizational levels
- C. the principles of management apply only to top management
- D. both A and B

Essay questions:

> Part one (8 points)

Imagine that Karam is a manager at a company specializing in bread and bread-baking equipment. Karam performs all the normal management functions outlined in your textbook.

Answer the following questions by identifying the type of managerial function Karam is practicing based on the following scenarios:

- A. When Ms. McKay motivates her employees and attempts to resolve conflicts among department members, she is performing: Leading
- B. When Ms. McKay develops a strategy for achieving her department's goals, she is performing: planning
- C. When Ms. McKay compares projected sales to actual sales in her department, she is performing: controlling
- D. When Ms. McKay determines which employees will do what tasks, she is performing organizing

> Part two (6 points)

Briefly identify the main difference between the following approaches to management by pinpointing main work of each of the following approaches:

- A. The contingency approach to management emphasizes increasing production through studying the situation (if... then...) \Rightarrow any decision will be taken depending on the situation faced.
- B. The quantitative approach to management emphasizes increasing production through focusing on the customer satisfying and on Quality management and continual improvement, accurate measurements, focus on the process and
- C. The behavioral approach to management emphasizes increasing production through group behaviour affects individual behaviour \Rightarrow on everything in the organization.
giving the employees attention will leads to increase in production.

> Part two (4 points)

1. In a short essay, explain two of the main cultural dimensions.

1- Outcome orientation : Focusing on the outputs of any operation whatever the ~~inputs~~ inputs used to achieve these outputs.

2- Team oriented : prefer working in group than working individually.

highest mark

56/60
Excellent!

First Hour Exam
BUSA"230"
Answering Sheet
FALL 2018-2019

STUDENT NAME Majid Alsharif

STUDENT #. 1170412

Muna Khoury	<input type="checkbox"/> D2 (W 1-1:50) <input type="checkbox"/> D5 (D4 (W 12-12:50) <input type="checkbox"/> D4 (W 12-12:50) <input type="checkbox"/> D8(S 9-9:50) <input type="checkbox"/> D6 (W 10-10:50)
Dana Jabarin	<input type="checkbox"/> D1(M 11-11:50)
Sala Abdel Rahim	<input checked="" type="checkbox"/> D7(S 11-11:50)
Amira Mustafa	<input type="checkbox"/> D3(S 2-2:50)

MULTIPLE CHOICE				TRURE OR FALSE	
1.	B	16.	B	1.	FALSE
2.	D	17.	A	2.	FALSE
3.	X B	18.	D	3.	FALSE
4.	C	19.	A	4.	FALSE
5.	B	20.	C	5.	TRUE
6.	X A	21.	D	6.	FALSE
7.	D	22.	A	7.	FALSE
8.	X C	23.	C	8.	TRUE
9.	C	24.	C	9.	TRUE
10.	C	25.	D	10.	TRUE
11.	C	26.	A	11.	X TRUE
12.	A	27.	D	12.	FALSE
13.	B	28.	B	13.	FALSE
14.	A	29.	B	14.	TRUE
15.	A	30.	B	15.	TRUE

41
45
+15

True and false questions:

- F1. Labor markets are an internal force that creates a need for organizational change.
- T2. The primary goal of Frederick Taylor was to increase worker efficiency by scientifically designing jobs.
- F3. Management principles apply only to businesses and not non-profit organizations ^{مؤسسات غير ربحية}.
- T4. In the symbolic view of management, it is unreasonable to expect managers to have a significant effect on the organization's performance.
- F5. The cell phone industry faces a stable business environment.
- F6. Technical skills involve the ability to build cooperation within the team being led ^{التي تقودها}.
- F7. Riham is the regional ^{إقليمية} manager for a clothing retailer. She attends a ribbon cutting ^{قص} ceremony every time a new store opens for business. According to the managerial roles is she fulfilling a leader role? ^{→ interpersonal leader → كمنهجية}
- F8. The sociocultural component of the external environment of an organization includes trends and traditions, but not basic attitudes and values.
- F9. Today's modern organization can be considered a closed system.
- T10. The age of a population is one of its most important demographics.
- T11. Informational roles include; Monitor, Disseminator and Spokesman roles
- F12. The Gilbreths were more aware of the human side of production than Fayol. ^{True}
- F13. The value of individual management skills is the same in all managerial situations, regardless of the nature of the situation. ^{False}
- F14. The Hawthorne Studies demonstrated the direct relationship between workplace lighting and worker productivity.
- T15. The basic work of the contingency management approach is the ability to choose the management tactics that are best suited to the situation.
- T16. A manager who wastes resources to achieve organizational goals may be effective but inefficient.

7. Celina has an idea for a new product she would like to produce and market. Mintzberg would consider the activities necessary to form and launch her company to be part of the _____ role.
- A) planning
 - B) resource allocator
 - C) negotiator
 - D) entrepreneur
8. When samir helps one of his employees troubleshoot مشكلة a machine problem, he is using his _____ skills.
- A) negotiator ✓
 - B) technical
 - C) interpersonal
 - D) conceptual
9. Iyman is the managing director of his organization. Therefore, _____.
- A) he should be very strong in his technical skills ✓
 - B) he can manage with limited financial skills ✓
 - C) conceptual skills are the most important skills that is required
 - D) his interpersonal skills are not important ✓
10. A deliberate arrangement of people to accomplish some specific purpose is _____.
- A) a structure.
 - B) a process.
 - C) an organization.
 - D) an assembly operation
11. Conceptual skills involve _____.
- A) managing employees who use tools to produce the organization's products
 - B) communicating with customers
 - C) thinking about abstract and complex situations
 - D) inspiring enthusiasm and trust among employees
12. Frederick Taylor advocated which of the following management principles?
- A) Work and responsibility should be divided almost equally between managers and workers.
 - B) Workers should perform all work, while subordinates should maintain responsibility for the work performed.
 - C) Managers should perform more work than workers, because managers are generally more skilled.
 - D) Workers can be highly productive even if they are randomly selected for a job.

13. Which of the following phrases is most associated with scientific management?
- A) management relations
 - B) one best way
 - C) supply and demand
 - D) quality control
14. According to the textbook, which of the following early advocates of organizational behavior was concerned about deplorable ^{المسيئة} working conditions?
- A) Robert Owens
 - B) Hugo Munsterberg
 - C) Mary Parker Follett
 - D) Chester Barnard
15. One outcome of the Hawthorne Studies could be described by which of the following statements?
- A) Social norms or group standards are the key determinants of individual work behavior.
 - B) Money is more important than the group on individual productivity.
 - C) Behavior and employee sentiments are inversely related.
 - D) Safety is relatively unimportant.
16. A system can best be defined as _____.
- A) a grouping of separate and independent parts
 - B) a set of interrelated and interdependent parts
 - C) an ordering of distinct and unrelated parts
 - D) a set of connected but nonfunctional parts
17. Open organizations are those that _____.
- A) interact with their environments
 - B) consist of interdependent parts
 - C) are influenced by their environments, but do not interact with them
 - D) operate independently of their environments
18. James believes that if he understands his people and adapts his organization to them, he will be successful. He would most likely be considered to be a follower of which of the following management approaches?
- A) Scientific approach
 - B) Classical approach
 - C) Contingency approach
 - D) Behavioral approach

19. All of the following are characteristics of total quality management except

- A) intense focus on the competition
- B) concern for continual improvement
- C) improvement in the quality of everything the organization does
- D) accurate measurement

20. The dominant view in management theory suggests that _____.

- A) an organization's success or failure is due to external forces outside managers' control
- B) managers' roles are increasingly becoming peripheral and staff manage their own areas of expertise
- C) managers are directly responsible for an organization's success or failure
- D) managers cannot significantly affect an organization's performance because they are constrained by the abilities of their employees

21. Wendell interviews many middle-level managers and discovers that they share a different view of management. These individuals believe that external factors constrain managers' influence over outcomes. The mid-level managers have a(n) _____ view of management.

- A) traditional
- B) omnipotent
- C) reflective
- D) symbolic

22. If mortgage الرهن العقاري interest rates increase, this would be an example of changing _____ in a firm's external environment.

- A) economic conditions
- B) political conditions
- C) sociocultural conditions
- D) demographic conditions

23. The _____ component of an organization's external environment is concerned with trends in population characteristics such as age, race, gender, education level, geographic location, income, and family composition.

- A) economic
- B) political
- C) demographic
- D) sociocultural

24. If the components of an organization's environment change frequently, the organization is operating in a _____ environment.

- A) stable
- B) simple
- C) dynamic
- D) complex

25. Which of the following environments is characterized by the highest level of environmental uncertainty?
- A) a stable and complex environment
 - B) a dynamic and simple environment
 - C) a stable and simple environment
 - D) a dynamic and complex environment
26. Which of the following dimensions of organizational culture refers to the degree to which organizational decisions and actions emphasize maintaining the status quo?
- A) stability
 - B) attention to detail
 - C) innovation and risk taking
 - D) people orientation
27. Martha is concerned with the degree to which managers focus on results rather than techniques and the processes used to achieve those results. In other words, Martha is concerned that the company will emphasize _____ over other dimensions of the organizational culture.
- A) stability
 - B) aggressiveness
 - C) attention to detail
 - D) outcome orientation
28. _____ is a process that helps new employees learn the organization's way of doing things. *Adapt*
- A) Inculcation
 - B) Socialization
 - C) Enculturation
 - D) Transculturation
29. The term _____ refers to repetitive sequences of activities that express and reinforce the important values and goals of the organization.
- A) organizational culture
 - B) corporate rituals
 - C) corporate rites
 - D) employee mentoring
30. The culture of an organization is analogous *متشابه* to the _____ of an individual.
- A) Skills
 - B) Personality
 - C) Motivation
 - D) Ability

ESSAY QUESTIONS

Part one:

Compulsory question (10 points)

A. Define the strong culture and compare between strong culture and weak one

Strong culture: is the principle, values shared and traditions which is have the most influence on employees, and the value and practice is widely shared and its come from the founders or top managers or past practices

	Strong Culture	Weak culture
1	1. widely and deeply shared values	1. Minimal and little shared values
2	2. The Co. have Consistent messages about what's important	2. The Co. have contradictory messages about what's important
3	3. The employees is strongly identify their company and culture.	3. The employees is weakly identify their Co. and Culture
4	4. The employees strongly have knowledge about the the history and traditions	4. The employees is weakly know about the historic and heroic

B. Why is strong culture likely to have a greater influence on employees compared to weak culture?

5 Strong relationship between behaviors and cultures. } Weak relationship between behaviors and culture ✓ 5

B. It's have the most important because it's influence their performance through increase productivity and the employees feels about the commitment they have for this company through increase the loyalty for the employees and the employees will do what is in the culture exactly which concerned with the managers and employees

TRUE or FALSE (15 points)

- 1) F A manager's job is all about personal achievement.
- 2) F Effectiveness refers to getting the most output from the least amount of input.
- 3) F Determining who reports to whom is part of the controlling function of management.
- 4) F Disturbance handler is one of Mintzberg's ^Pinterpersonal roles.
- 5) T In order for organizations to survive successfully, managers must create a customer-responsive organization.
- 6) F Gilbreth is best known for "the 14 principles of management."
- 7) F General administrative theory focuses only on managers and administrators. ~~All~~ All
- 8) T An organization that has a ¹division of labor, a clearly defined hierarchy, ²detailed rules, and ³impersonal relationships would be described as a bureaucracy.
- 9) T Chester Bernard was the first to argue that organizations are open systems.
- 10) T According to the textbook, total quality management is a philosophy of management driven by continual improvement and responding to customer needs and expectations.
- 11) The external environment of an organization includes forces which it controls and that can affect how the organization operates.
- 12) F A dynamic and simple environment is characterized by the greatest level of environmental uncertainty.
- 13) F The sociocultural component of the external environment of an organization includes trends and traditions, but not basic attitudes and values.
- 14) T An organization's competitors and employees are considered to be stakeholders who are affected by the organization's decisions and actions.
- 15) T Strong cultures have more influence on employees than do weak cultures.

MULTIPLE CHOICES (30POINTS)

1. As part of the orientation for her internship, Ruba was informed that _____ are the people who oversee the activities of others in an organization.
A) directors
✓ B) managers
C) subordinates
D) line workers

2. Managers with titles such as regional manager, project leader, or division manager are _____.
A) first-line managers
B) top managers
C) production managers
D) middle managers

3. Andy is reviewing next week's orders, scheduling orders to machines, and deciding on the number of employees to run those machines. Andy is engaged in _____.
A) planning
B) organizing
C) leading
D) controlling

4. Wasting resources is considered to be an example of _____.
A) inefficacy
B) ineffableness
C) inefficiency
D) ineffectiveness

5. An automobile manufacturer increased the total number of cars produced while keeping the production costs the same. The manufacturer _____.
A) increased its equity
B) increased its efficiency
C) increased its effectiveness
D) increased its effort

6. The human resources manager is meeting with the production manager to write job descriptions and to decide how to group jobs for a new production line. These two are engaged in _____.
A) planning
B) organizing
✓ C) leading
D) controlling

Part Two :

Answer only one questions between 2 -3

Question 2 (5points) : Explain how a culture is formed and maintained.

③ Uncertainty :- it's a variable which related to degree of change and complexity. If the Co. is like Zippo lighter, it will interact with the situation of change differently from the music industrial which have competitor and so on about complexity.
~~about~~ If the Co. is.

5 →

Question 3 (5points) : Describe four popular variables established by the contingency approach.

① Organization size :- The most variable which will affect the If-Then approach is the size of the org. because the Co. which have 50 employees will motivate and interact with them differently from the Co. which have 500,000 employees.

② Routine technology :- Because the Tech. affect the Co. situations through if they have the technology with ~~some~~ situation they will find a solution ~~with~~ which differ from the firms which don't have enough technologies.

(4) Individuals differences:-

Firms must be concerned about the diff. of the ~~diff~~ ~~individuals~~ individuals to find the best solution to the situation. ~~the~~

Because they employ: for example is the most individual who have diff. let's talk about incentives, some employees like to get the financial and cash incentive, some of others like to get ~~promotion~~ promotion, some of others like to hear a nice words about his jobs and his performance and so on.

5