



66 Excellent!  
70 😊

Faculty of Business & Economics  
 Department of Business Administration & Marketing  
 Principles of Management (BUSA 230)  
 Spring Semester 2014  
**First - Hour Exam**

Student Name: ~~XXXXXXXXXX~~  
 Student #: ~~XXXXXXXXXX~~  
 Section #: 6  
 Instructor: M. Mira

**ANSWER SHEET**

Multiple Choice		True/ False	
1	B	1	T
2	A	2	F
3	C	3	<del>T</del> F
4	B	4	F
5	D	5	F
6	D	6	T
7	D	7	F
8	C	8	T
9	C	9	F
10	<del>A</del> d	10	F
11	B	11	T
12	A	12	<del>T</del>
13	D	13	F
14	C	14	F
15	C	15	F
16	<del>A</del> b	16	T
17	C	17	F
18	C	18	T
19	D	19	F
20	C	20	T
21	A		
22	B		
23	C		
24	<del>A</del> B		
25	B		
26	D		
27	B		
28	D		
29	B		
30	C		

4

Essay  $\frac{20}{20}$

### Multiple Choice Questions (30 points)

1. Which of the following types of managers is responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization?
  - a. first-line managers
  - b. top managers
  - c. production managers
  - d. research managers
  
2. Which of the following is an example of an efficient manufacturing technique?
  - a. cutting inventory levels
  - b. increasing the amount of time to manufacture products
  - c. increasing product reject rates
  - d. decreasing product output
  
3. Wasting resources is considered to be an example of managerial \_\_\_\_\_.
  - a. efficiency
  - b. effectiveness
  - c. inefficiency
  - d. ineffectiveness
  
4. An automobile manufacturer that increased the total number of cars produced at the same cost, but with many defects, would be \_\_\_\_\_.
  - a. efficient and effective
  - b. increasing efficiency but not effectiveness
  - c. increasing effectiveness but not efficiency
  - d. concerned with inputs
  
5. \_\_\_\_\_ was a French industrialist who identified the basic management functions referred to as the "management process."
  - a. Weber
  - b. Taylor
  - c. Herzberg
  - d. Fayol
  
6. A manager resolving conflict among organizational members is performing what process?
  - a. controlling
  - b. commanding
  - c. directing
  - d. leading
  
7. Which of the following is not an example of an interpersonal role according to Mintzberg?
  - a. figurehead
  - b. leader
  - c. liaison
  - d. spokesperson

8. Which of the following best describes the concept that management is needed in all types and sizes of organizations, no matter the country in which they're located?
- a. the partiality of management
  - b. the segmentation of management
  - c. the universality of management
  - d. the cultures of management

The Customer Meeting (Scenario)

Sima, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is sold to distributors. Kelly reports to Ahmad, a production manager, who in turn reports to Yasser, a general manager, who reports to Mary, a vice president of operations. Recently, Mary asked Yasser to have a meeting with Sima and Ahmad regarding some customer concerns in the production area. The focus of the meeting was to judge the validity of the customer concerns, and to develop a specific plan to address these concerns. (Please answer questions 9,10,11)

9. What is the commonality among Sima, Ahmad, Yasser, and Mary?
- a. They all produce the same product.
  - b. They all have the same job content.
  - c. They all are managers.
  - d. They are all first line managers .
10. Sima is considered to be what level of management?
- a. top manager
  - b. superintendent of assembly
  - c. middle manager
  - d. first-line manager
11. Ahmad and Yasser are considered to be what level of management?
- a. top managers
  - b. middle managers
  - c. superintendents of assembly
  - d. first-line managers
12. Frank and Lillian Gilbreth's work began in the area of \_\_\_\_\_.
- a. laying bricks
  - b. cutting lumber
  - c. installing basic electrical wiring
  - d. assembly lines
13. Without question, the most important contribution to the developing field of organizational behavior came out of the \_\_\_\_\_.
- a. Taylor studies
  - b. Porter studies
  - c. Parker studies
  - d. Hawthorne Studies



14. The Hawthorne Studies were initially devised to study \_\_\_\_\_.
- a. productivity levels of groups versus individuals
  - b. the effect of noise on employee productivity
  - c. the effect of illumination levels on employee productivity
  - d. the effect of cooperative versus competitive organizational environments on productivity

Ali is employed with the IT department in Sahim, that provides financial consultancy services to several wealthy investors. He is approached by a shady investor who offers attractive incentives for stealing some sensitive information regarding the investment patterns of one of the clients of the company. **(Please answer Question 15 & 16)**

15. Which of the following statements best reflects Ali's thoughts if he is at the preconventional level of moral development?

- a. If I do go through with the act, I will be letting down my manager and coworkers badly.
- b. My job is to protect the information that this company deals in and I should not violate my duties.
- c. I am liable to be criminally prosecuted for my involvement in stealing the information.
- d. Going through with this act would be highly unfair not just to the client, but also to my employers.

16. Which of the following statements best reflects Ali's thoughts if he is at the principled level of moral development?

- a. My job is to protect the information that this company deals in and I should not be violating my duties.
- b. By stealing from another person, I will be in violation of the moral standards I've come to expect of myself.
- c. If my involvement is detected, my friends and family would be humiliated by my actions.
- d. If I am convicted for this crime, I will surely be imprisoned and will probably never be employed anywhere else.

17. Which of the following is NOT true about the environmental complexity of an organization?

- a. Environmental complexity increases as the number of competitors increases.
- b. It is measured in terms of the knowledge an organization needs about its environment.
- c. Complexity decreases as the number of regulatory agencies increases.
- d. It depends on the knowledge an organization has about the components of its environment.

18. Google has often been cited as a model for employee satisfaction. Google takes extensive care to ensure employees have the best available conditions to perform, ranging from free snack bars, free massages, innovation rooms, spas-on-site, and many more such measures. Which dimension of organizational culture is Google said to emphasize through such measures?

- a. stability
- b. aggressiveness
- c. people orientation
- d. attention to detail

19. Which of the following describes organizational culture?
- A system of shared values, assumptions, beliefs, and norms that unite members of an organization
  - Reflects "the way things are done around here"
  - The personality of the organization
  - all of the above
20. The most significant ways that culture is transmitted to employees consist of \_\_\_\_\_.
- rituals, tales of woe, symbols, and language
  - symbols, rituals, language, and systems
  - stories, rituals, symbols, and language
  - language, stories, rituals, and rewards
21. Employees in organizations with strong cultures \_\_\_\_\_.
- are more committed to their organization
  - are more likely to leave the organization than stay
  - are more willing to perform illegal activities
  - are more likely to follow directives from peers
22. The culture of an organization
- seldom impacts who is hired.
  - is strongly influenced by the beliefs of the organization's founder.
  - is created quickly.
  - is of little importance in determining organizational success.
23. Which of the following is not is a dimension of organizational culture?
- attention to detail
  - people orientation
  - compensation
  - aggressiveness
24. When a Palestinian company hosts an event to honor its top performing employees, this is an example of
- cultural symbols.
  - company rituals.
  - language.
  - company stories.
25. Hamed Al Junaide dissatisfaction from the treatment of an Israeli plastic container supplier eventually led to the launch of AlJunaide container and packaging business. As new employees hear this, the organizational culture is sustained by this example of
- symbols
  - stories.
  - leadership.
  - language.
26. The original source of an organization's culture usually \_\_\_\_\_.
- is shared among the first workers hired into the organization
  - is formulated by the board of directors when the organization is formed
  - identifies what the organization is successful doing
  - reflects the vision or mission of the organization's founder

27. A formal statement of ethics and values that is designed to guide employee conduct in a variety of business situations is

- a. a corporate philosophy.
- b. a code of ethics.
- c. an ethical policy statement.
- d. a values statement.

28. Samir 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, Samir 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

29. With the stakeholder approach of dealing with environmental issues, the organization chooses to respond to \_\_\_\_\_.

- a. the demands made by the strongest stakeholders
- b. multiple demands made by social stakeholders
- c. the demands made by governmental stakeholders
- d. multiple demands made by stakeholders

30. Organizational stakeholders

- a. are only those in the external environment such as customers.
- b. are stockholders.
- c. may be part of both the internal or external environment of an organization.
- d. are only those internal who have an interest in the organization such as employees.



## True and False Questions (20 Points)

1. Effectiveness refers to the attainment of the organization's goals. T F
2. Managers who are effective at meeting organizational goals always act efficiently. T F
- 3. First-level managers spend more of their time leading than planning. T F
- 4. Because profit, or the "bottom line," is not the measure of success of not-for-profit organizations, managers of charitable organizations do not have to concern themselves with the financial aspects of their organizations. T F
5. Interpersonal skills involve a manager's ability to think about abstract situations. T F
6. In the socioeconomic view of organizational social responsibility, management's responsibility includes protecting and improving society. T F
7. The difference between an organization's social obligation and social responsiveness is that responsiveness is more concerned with the legal aspect. T F
8. According to Adam Smith, division of labor was an important concept. T F
9. Gilbreth is best known for "the one best way." T F
10. Henri Fayol was among the first researchers to use motion pictures to study hand-and-body motions. T F
11. An organization that has a division of labor, a clearly defined hierarchy, detailed rules, and impersonal relationships would be described as a bureaucracy. T F
- 12. Follett is the scientist who is most closely associated with the Hawthorne Studies. T F
13. Business ethics is the same thing as laws. T F
14. People with an internal locus of control believe that what happens to them is due to luck or chance. T F
- 15. Very few large companies provide ethics training to create a more ethical climate. T F
16. Social responsibility ultimately leads to improving the long-term survival of the organization. T F
- 17. A strong culture always provides a competitive advantage. T F
18. The activist approach to going green is when an organization looks for ways to respect and preserve the earth and its natural resources. T F
19. In the pre-conventional stage of moral development, individuals make a clear effort to define moral principles apart from the authority of the groups to which they belong or of society in general. T F
20. When employees are evaluated only on outcomes, they may be pressured to do whatever is necessary to look good on the outcomes, and not be concerned with how they got those results. T F

20/20

**Essay Questions (20 Points)**

Q1) Match the following sentences with the appropriate answer (10 Points) (Mandatory)

10/10

C	1. Managers are directly responsible for the organization's success or failure	A. Stability
D	2. An example of specific environment	B. Green Management
E	3. Managers symbolize control and influence	C. Omnipotent View of Management
I	4. Demographic Conditions	D. Public Pressure Groups
A	5. Degree to which organizational decisions emphasize maintaining the status quo	E. Symbolic View of Management
G	6. Management's only social responsibility is to maximize profit	F. Bureaucracy
B	7. A form of management in which managers consider the impact of their organization on the environment	G. Classical View
F	8. Max Weber	H. Lower-Level Management
H	9. Technical Skills	I. Gender, age, level of education
J	10. Contingency Approach	J. "If, then" Scenarios

Choose only one of the following questions (10 Points)

Q2) Coca Cola is a leading Company that operates in Palestine. Discuss the components of the specific environment that affects Coca Cola company with a clear example on each component.

Q3) The manager's most basic responsibility is to focus people toward performance of work activities to achieve desired outcomes. What is the interpretation of this statement, do you agree or not? Base your answer on the four functions of management.

Q2 :-

10/10

- Specific environment is a one of the concepts of external environment.

Good Luck all

And that means, there are some forces and factors that affect directly on the performance and the decisions of manager's organization, that impact on the way they achieve the goal.

\* The component: "which affect this company direct" ..

1. Customer : buys product from this company, so it must continue the asked or need for them cuz they have different test and their disatisfied change. So the company must notice any change of their test and working to deal with it.

2. : Supplies : The company must deal with and workout with supplies, in order to get the needed supplies for the producing process in low cost.

3. Competitors : This company must recognize any other companies make some relative product to theirs, so they make sometimes threat to them. So they must deal with them and never reject them.

activity of this



## BUSA 230 First Hour Exam

### List of Meanings

- Apart from : بعيداً عن
- Assemble : يجمع
- Abstract : مجرد
- Charitable : خيري
- Conduct : سلوك
- Convicted : مُدان
- Commonality : العوامل المشتركة
- Devised : تم ابتكارها
- Extensive : موسع
- Host : يستضيف
- Humiliated: يهان
- Interpretation: تفسير
- Launch : يطلق
- Liable : معرض
- Prosecuted : مُدان
- Resolving : يحل النزاع
- Shady : مضلل
- Superintendent : المراقب
- Sustained : حافظ على
- Transmitted : يتناقل
- Validity : مصداقية
- Violate : يخل بـ