

40/50 good job!



Faculty of Business and Economics

Department of Business Administration and Marketing

Management (Course Code: BUSA 230)

Spring 2014-2015

First Hour Exam

Student Name and Number: Amira Harbi Mustafa

Circle the number of your class

D 1 (W 14:00- 14:50)	D5 (S 11:00-11:50)	D9 (W 12:00-12:50)	D13 (S 13:00-13:50)
D2 (W 12:00- 12:50)	D6 (S 14:00-14:50)	D10 (M 12:00-12:50)	D14 (M 14:00-14:50)
D3 (T 10:00-10:50)	<u>D7 (W 13:00-13:50)</u>	D11 (M 13:00-13:50)	
D4 (M 12:00-12:50)	D8 (R 13:30-14:20)	D12 (R 14:30-15:20)	

-9

p.s. in case you forgot to provide details about your name, number and discussion section you will lose 2 points of your average

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

PART (1): TRUE/ FALSE QUESTIONS (1 POINT/ EACH)

- ✓ 1.  T.F. A closed system is not influenced by and does not interact with, its internal environment.
- ✓ 2.  T.F. Ethical cultures are stimulated by high levels of aggressiveness between and among employees and a tendency to maintain the status quo.
3.  T.F. The 'division of labor principle' and 'the industrial revolution' were among the few events that have contributed significantly to the science of management.
4.  T.F. According to the situational approach of management, the norm at all organizations is to get work done using the traditional pyramidal form.
- ✓ 5.  T.F. According to Henri Mintzberg, all managers should practice three skill sets including: technical, human and conceptual skills
- ✓ 6.  T.F. Due to the increased competitiveness between the world's organizations as a major trend affecting and altering من يغير من manager's work, researchers advise practitioners to make their organizations more innovative and customer focused.
- ✓ 7.  T.F. According to the socioeconomic view of social responsibility top level managers are generally expected to produce as much value as possible solely for the company's owners and investors.
- ✓ 8.  T.F. Correcting social problems caused by businesses, promoting long term profits and improving business reputation are some of the reasons that led organizations to avoid practicing social responsibility.
- ✓ 9.  T.F. According to Fredrick Taylor, corporations and organizations could be managed empirically عملياً on the basis of facts and scientific techniques, rather than experience, or an arbitrary position of the old rules of thumb الاعتقادات المسلم بها .
- ✓ 10.  T.F. According to the omnipotent view of management a company's external environment can influence organizational performance as much as managers do.

## PART (2): MULTIPLE CHOICE QUESTIONS (1 POINT/ EACH)

- ✓ 1. Which of the following is not a characteristic of an ideal bureaucracy as defined by Weber?
- ✓ a. Career advancement based on qualifications
  - ✓ b. Well defined hierarchy
  - ✓  c. Few rules and procedures
  - ✓ d. Specialization of labor

Read this short case and answer the (3) following questions

Areej is the Chief Operational manager at an international IT support and consultancy agency. She has decided to provide a (24 hours) service for clients in new foreign geographic locations. This is to meet the goal of the agency's overall strategic plan. In the first few months, Areej and her team were able to deliver the required level of service with a quality aspect. However, the months after she realized that costs went high in all of the agency's operational divisions and several IT engineers (employees) resigned استقال from the agency because first they couldn't tolerate يحتمل the work overload and second, they hated the fact that they were suddenly pushed and treated to work as machines.

- ✓ 2. At what managerial level of the agency's hierarchy was Areej working?
- ✓  a. Top – level
  - b. Middle- level
  - c. First – line level
  - d. Non- managerial level
- ✓ 3. Which theory of management or school of thought of those that mentioned in your textbook mostly addressed issues similar to the employees' consequent behavior to quit their jobs due to dissatisfaction and a lack of attention to their needs?
- a. Contingency management / Situational approach
  - ✓  b. Organizational Behavior / human relations school
  - c. General administrative theories
  - d. Quantitative approach
- ✓ 4. According to the facts of the case, how would you evaluate the management practice of Areej?
- a. Areej was both efficient and effective in meeting the agency's goals
  - b. Areej was efficient but ineffective in meeting the agency's goals
  - ✓  c. Areej was effective but inefficient in meeting the agency's goals
  - d. Areej was both Inefficient and ineffective in meeting the agency's goals



5. Workplace spirituality refers to

- a. Increasing emphasis on rational and logical behavior
- b. Recognition of an inner personal and organizational life that is nourished by meaningful work that will be positively reflected on the society
- c. Work rules developed within religious non-profit organizations
- d. Increasing emphasis on family values within the workplace

6. Rita works in a fashion company as a stylist and is required to supply creative and new fashion designs every coming season. After 15 years of hard work and because she was perceived by her boss as an expert in her field, she was promoted to supervise nine members of her colleagues most of whom are new in this field and need extensive training levels. What managerial skill would Rita mostly need to supervise her colleagues successfully?

- a. Technical skills
- b. Figurehead skills
- c. Negotiation skills
- d. Both b & c

7. What distinguished Mary Follet's contributions in the science of management is

- a. The importance of having safe working conditions where employees can do their work
- b. The argument that organizations are like communities could be approached as local social systems involving networks of groups
- c. The argument encouraging managers to apply psychological tests for employee selection
- d. The need to make organizations more centralized and bureaucratic

8. Among the following trends that have changed managerial work, one has played a great role toward the evolution of new organizational formats and work designs.

- a. Changing technology (digitization)
- b. Changing security threats
- c. Increased emphasis on organizational and managerial ethics
- d. Increased competitiveness

9. All of the following are tasks related to the 'leading' function of management, EXCEPT?

- a. Measuring employees' performance levels as compared to their performance standards
- b. Assisting untrained employees by offering them adequate training and orientation
- c. Inspiring employees to adopt new work practices during the company's sudden change
- d. Directing new employees to adopt the company's core values

- ✓ 10. Which of the following is not a key element of the TQM approach?
- a. Focus on the customer
  - b. Continuous improvement
  - c. Employee involvement
  - d. Scientifically study each part of a task and develop the best method of performing the task
- ✓ 11. Breaking down jobs into narrow and repetitive tasks when dividing jobs was firstly proposed by \_\_\_\_\_ تم عرضه واقتراضه
- a. Fredrick W. Taylor
  - b. Adam Smith
  - c. Elton Mayo
  - d. Chester Bernard
- ✓ 12. Which of the following sentences WRONGLY defines who managers are?
- a. Managers in traditional bureaucratic organizations are allocated into three levels: first-line, middle and top levels.
  - ✓ b. Managers should exhibit (يظهر) certain behaviors including interpersonal, informational and decisional roles.
  - c. Managers at organizations should work cooperatively to achieve personal individual-oriented goals.
  - d. Managers differ from employees in that they are responsible for the performance of others who work under their direct responsibility
- ✓ 13. The type of the \_\_\_\_\_ a person possesses to control his/ her own fate in most cases affect how people behave and communicate in organizations and how well they cope with يتعامل مع ethical dilemmas.
- a. Personality
  - b. Locus of control
  - c. Ego Strength
  - d. Emotions
- ✓ 14. What managerial function determines the arrangement of people, activities and resources within an organization?
- a. Planning
  - b. Organizing
  - c. Leading
  - d. Controlling

- ✓ 15. In addition to 'people' and 'purpose', a third component should exist to form an organization. What would it be?
- Culture
  - Strategy
  - Leadership
  - Structure
- ✓ 16. To operate in a complex environment means it is likely that:
- You need little information about your competitors
  - There are few advances in technology
  - You have many competitors
  - Pressure groups are inactive غير فعال in your environment
- ✓ 17. Atta is a program manager at a Folklore dance troop فرقة فن ورقص شعبي . He always try to create strong ties with social networks in the various parts of the world in order to attract clients, sell tickets, promote for the troop and gain social support from the large society. According to your textbook what managerial role is he practicing?
- Leader
  - Liaison
  - Monitor
  - Disturbance handler
- ✓ 18. Economist Milton Friedman argues that management should
- Focus only on financial returns.
  - Focus only on corporate social responsibility.
  - Focus both on financial and social responsibilities.
  - Add social costs only if the company is making a profit.
- ✓ 19. \_\_\_\_\_ involves the extent to which members of a society are deeply عمق affected by the effect of an act.
- Consensus of wrong
  - ~~Probability of harm~~
  - Concentration of effect
  - Social order
- ✓ 20. Samer is working at a training center and now is assigned the responsibility to work with one of his colleagues to prepare a training material that contains يتكون من a large group of activities. His colleague tried to convince him to prepare only half of the material as long as no one is going to review their work, yet Samer refused to do so based on his personal convictions , at what stage of moral development is Samer ?
- Pre-conventional
  - Conventional
  - Principled
  - Values

- ✓ 21. Those groups or individuals with a vested <sup>راسخ</sup> interest in the performance of a firm are referred to as
- Stockholders.
  - Stakeholders.
  - Employees.
  - Customers.
- ✓ 22. The duty a company has to conduct its affairs ethically in a manner that benefits both employees and the larger society is known as
- Ethics.
  - A values statement.
  - Profit maximization.
  - Social responsibility.
- ✓ 23. Walmart department stores in the United States decided not to build stores in several towns in the state of Maine as a result of pressure from the governmental laws and the public pressure groups which raised lawsuits against Walmart. Walmart appears to adopt \_\_\_\_\_ in this case.
- Social obligation
  - Social responsiveness
  - Social responsibility
  - Ethical obligation
- ✓ 24. The \_\_\_\_\_ dimension of organizational culture is an aspect that encourages <sup>تشجع</sup> and ensures <sup>يؤكد</sup> that people do every aspect of their work with high responsibility, accountability, precision <sup>دقة</sup> and completeness <sup>شمولية</sup> while reducing the number of errors and mistakes.
- Attention to details
  - Team orientation
  - Innovation
  - Aggressiveness
- ✓ 25. The president of Al-Rahma Medical Center removed the door to his office and hanged it from the lobby's ceiling to convey an open-door policy. This is an example of \_\_\_\_\_ in an effort to communicate people-oriented cultural values.
- Material symbols.
  - Company rituals.
  - Language
  - Company stories.
- ✓ 26. Which of the following studies suggested that the influence of the work group may be as significant as the influence of the supervisor?
- McGregor's Theory X
  - Deming's TQM
  - Taylor's Midvale Steel studies
  - The Hawthorne studies



- ↪ 27. Which of the following statements is true concerning contingency theory?
- a. Contingency theory reinforces scientific management's approach of the "one best way."
  - ~~b.~~ Contingency theory suggests that managers must use the best management practice in all situations.
  - c. Contingency theory suggests that no strategy is good or bad in and of itself, but instead depends on the situation.
  - ~~d.~~ Contingency theory suggests that organizations that can learn faster than their competitors have an advantage in the marketplace.
28. Which of the following is not a principle of the administrative approach to management?
- a. Unity of leadership
  - b. Unity of command
  - c. Unity of direction
  - d. Equity
- ↪ 29. We all have a vested interest in understanding the way organizations are managed because \_\_\_\_\_.
- a. We stand to benefit personally from an individual organization's profits
  - b. We interact with organizations every single day of our lives
  - c. If organizations acted ethically, we won't have a place to work in the future
  - d. Organizations supply inputs to other organizations but not to individuals
- ↪ 30. The General Administrative Theorists devoted كرس their efforts to \_\_\_\_\_.
- ~~a.~~ Developing mathematical models to improve management
  - b. Improving the productivity and efficiency of workers
  - c. Making the overall organization more effective
  - d. Emphasizing the study of human behavior in organizations



### PART (3): ESSAY QUESTIONS (10 POINTS)

Please choose ONLY (1) question

- 1) How Henri Fayol, Henri Mintzberg and Robert Katz differ in defining what managers do when they simultaneously address managerial functions, roles and skills?
- 2) Compare and contrast between the contingency approach of management and the classical theories (such as those of scientific management and the general administrative theories)? What major differences exist between the two schools of thought? Do not mention the contributions; focus on two or three major differences.
- 3) Explain some of the individual and organizational factors that determine employee ethics at organizations? Mention and explain at least two factors.
- 4) Explain if organizational culture can be changed and how does it develop and continues in an organization?

⇒ Henri Fayol divided the workers according to functions they perform which are planning, organizing, leading, and controlling.

1) planning :- set the mission statement and set goals & strategies for achieving the mission.

2) organizing :- defining what needs to be done, how to do it, and who to do it.

3) leading :- motivating & leading the employees (any activities with employees). they planned to do.

4) controlling :- comparing the goals and the achievements with actual performance.

Mintzberg  
Not  
Katz!

⇒ ~~Henri Mintzberg~~ Robert Katz divided the managers according to roles they play to three :-

1) Interpersonal roles    2) Informational    3) Decisional.

A) Figurehead

B) Leader.

C) Liaison

A) monitor.

B) disseminator.

C)

A) Disturbance handler.

B) negotiator.

C) resource allocator.

D)

⇒ ceremonial

⇒ get the information and distribute it

⇒ which pay attention to decision making

Henri menzberg. Kotz

And third ~~Robert Katz~~ decided them according to the skills they have :-

1] Conceptual skills :- which are mostly needed for top managers in order to make decisions <sup>goals</sup>

2] Technical skills which are mostly needed for first-line managers to perform specialized tasks.

3] Communication skills :- they are needed for all types of managers at all levels in the organization.

Good Luck