

1. The late famed management theorist Peter Drucker is often credited with creating the modern study of management.

- a. True
- b. False

**ANSWER:** True

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.2 The Basic Functions of Management

**QUESTION TYPE:** True / False

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.02 - 01.02

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/27/2019 8:14 PM

**DATE MODIFIED:** 1/27/2019 8:16 PM

2. Efficiency refers to the degree to which the organization achieves a stated objective.

- a. True
- b. False

**ANSWER:** False

**POINTS:** 1

**DIFFICULTY:** Easy

**REFERENCES:** 1.3 Organizational Performance

**QUESTION TYPE:** True / False

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.03 - 01.03

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/27/2019 8:17 PM

**DATE MODIFIED:** 1/27/2019 8:18 PM

3. Technical skills are most important for employees who don't manage others, while conceptual skills are more important for managers.

- a. True
- b. False

**ANSWER:** True

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.4 Management Skills

**QUESTION TYPE:** True / False

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.04 - 01.04

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**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 8:19 PM  
**DATE MODIFIED:** 1/27/2019 8:21 PM

4. The individual performer is a generalist and coordinates a broad range of activities.
- a. True
  - b. False

**ANSWER:** False  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.5 What Is a Manager's Job Really Like?  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.05 - 01.05  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Remember  
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**DATE MODIFIED:** 1/27/2019 8:23 PM

5. A manager forwards information to other organization members in the disseminator role.
- a. True
  - b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.5 What Is a Manager's Job Really Like?  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.05 - 01.05  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**DATE MODIFIED:** 1/27/2019 8:25 PM

6. Different technological advances like social media have led to a decline in organizational hierarchies.
- a. True
  - b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.1 Management Competencies for Today's World  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.01 - 01.01

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

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7. The humanistic perspective contains three subfields: scientific management, bureaucratic organizations, and administrative principles.

a. True

b. False

**ANSWER:** False

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.10 Humanistic Perspective

**QUESTION TYPE:** True / False

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

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**KEYWORDS:** Bloom's: Remember

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8. A criticism of scientific management is that it ignores the social context of work and higher needs of workers.

a. True

b. False

**ANSWER:** True

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.9 Classical Perspective

**QUESTION TYPE:** True / False

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10

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**KEYWORDS:** Bloom's: Remember

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9. Administrative acts and decisions recorded in writing is one of the six characteristics of the ideal bureaucracy.

a. True

b. False

**ANSWER:** True

**POINTS:** 1

**DIFFICULTY:** Easy  
**REFERENCES:** 1.9 Classical Perspective  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10  
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**DATE MODIFIED:** 1/27/2019 8:56 PM

10. Fayol's unity of command principle dictates that similar activities in an organization should be grouped together under one manager.

- a. True
- b. False

**ANSWER:** False  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.9 Classical Perspective  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
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11. The scalar chain is a hypothetical chain that provides horizontal links between unionized workers in different departments in an organization.

- a. True
- b. False

**ANSWER:** False  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.9 Classical Perspective  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10  
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12. The Hawthorne studies led to the early conclusion that positive human relations can lead to significantly higher performance.

- a. True
- b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.10 Humanistic Perspective  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10  
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**DATE MODIFIED:** 1/27/2019 9:03 PM

13. An assumption of Theory Y is that the average human being has an inherent dislike of work and will avoid it if possible.

- a. True
- b. False

**ANSWER:** False  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.10 Humanistic Perspective  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
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**DATE MODIFIED:** 1/27/2019 9:04 PM

14. The systems thinking approach develops theories about human behavior based on scientific methods and study.

- a. True
- b. False

**ANSWER:** False  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.11 Recent Historical Trends  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.12 - 01.12  
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**DATE MODIFIED:** 1/27/2019 9:06 PM

15. Organization development is a specific set of management techniques based on the behavioral science approach.

- a. True
- b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.10 Humanistic Perspective  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
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**KEYWORDS:** Bloom's: Remember  
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**DATE MODIFIED:** 1/27/2019 9:08 PM

16. The management science approach uses qualitative data in management decision making.

- a. True
- b. False

**ANSWER:** False  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.9 Classical Perspective  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.11 - 01.11  
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**DATE MODIFIED:** 1/27/2019 9:09 PM

17. The field of management that specializes in the physical production of goods or services refers to operations management.

- a. True
- b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.9 Classical Perspective

**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.11 - 01.11  
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**DATE MODIFIED:** 1/27/2019 9:11 PM

18. Contingency view is based on the following principle: What works in one organization will work in any other one.

- a. True
- b. False

**ANSWER:** False  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.11 Recent Historical Trends  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.12 - 01.12  
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**DATE MODIFIED:** 1/27/2019 9:13 PM

19. Systems thinking emphasizes looking at relationships and how changing one element of a business can affect the other parts of the business.

- a. True
- b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.11 Recent Historical Trends  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
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20. Supply chain management refers to managing the sequence of suppliers and purchasers, covering all stages of processing from obtaining raw materials to distributing finished goods to consumers.

- a. True

b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.12 Innovative Management Thinking into the Future  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.14 - 01.14  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
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**DATE MODIFIED:** 1/27/2019 9:17 PM

21. Customer relationship management (CRM) systems are important to managers reflecting a concern with the decline in customer loyalty.

a. True

b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.12 Innovative Management Thinking into the Future  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.14 - 01.14  
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**KEYWORDS:** Bloom's: Remember  
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**DATE MODIFIED:** 1/27/2019 9:19 PM

22. Many ideas and techniques in current use can trace their roots to historical management perspectives.

a. True

b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.12 Innovative Management Thinking into the Future  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.13 - 01.13  
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**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 9:19 PM



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23. The top reason for manager failure is ineffective communication skills and practices.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

REFERENCES: 1.4 Management Skills

QUESTION TYPE: True / False

HAS VARIABLES: False

LEARNING OBJECTIVES: MGMT.DAFT.17.01.04 - 01.04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Remember

DATE CREATED: 1/27/2019 9:20 PM

DATE MODIFIED: 1/27/2019 9:22 PM

24. Today's manager will mostly be overseeing work done by individuals rather than teams.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: Easy

REFERENCES: 1.1 Management Competencies for Today's World

QUESTION TYPE: True / False

HAS VARIABLES: False

LEARNING OBJECTIVES: MGMT.DAFT.17.01.01 - 01.01

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STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Remember

DATE CREATED: 1/27/2019 9:22 PM

DATE MODIFIED: 1/27/2019 9:23 PM

25. A traditional management style would emphasize a standardization of procedures to maintain stability in the workplace.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

REFERENCES: 1.1 Management Competencies for Today's World

QUESTION TYPE: True / False

HAS VARIABLES: False

LEARNING OBJECTIVES: MGMT.DAFT.20.01.01 - 01.01

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**DATE CREATED:** 1/27/2019 9:24 PM  
**DATE MODIFIED:** 1/27/2019 9:25 PM

26. In recent years, the U.S. Secret Service has been showing strong management that other companies are trying to copy.

- a. True
- b. False

**ANSWER:** False  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.2 The Basic Functions of Management  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
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**DATE MODIFIED:** 1/27/2019 9:27 PM

27. Serious cost cutting made to improve efficiency can sometimes hurt organizational effectiveness.

- a. True
- b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.3 Organizational Performance  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.03 - 01.03  
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**DATE MODIFIED:** 1/27/2019 9:29 PM

28. One problem for new managers is that many of them unrealistically expect to have more freedom to do what they think is best.

- a. True
- b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.5 What Is a Manager's Job Really Like?

**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.06 - 01.06  
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**DATE MODIFIED:** 1/27/2019 9:31 PM

29. Managers at small businesses and large corporations tend to emphasize the same managerial roles.
- a. True
  - b. False

**ANSWER:** False  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.6 Managing in Small Businesses and Nonprofit Organizations  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
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30. One new trend in management is that organizations are less hierarchal, and in some cases, bossless.
- a. True
  - b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.7 The Evolution of Management Thinking  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.13 - 01.13  
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31. The earliest focus of management was on the humanity of production.
- a. True
  - b. False

**ANSWER:** False

**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.8 The Historical Struggle: The Things of Production Versus the Humanity of Production  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
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32. One of the major benefits of bureaucracy is that it allows for greater personal liberties of employees.
- a. True
  - b. False

**ANSWER:** False  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.9 Classical Perspective  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20 .01.10 - 01.10  
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33. Social business is one of the most recent approaches in the evolution of management thinking.
- a. True
  - b. False

**ANSWER:** True  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.13 The Historical Struggle: Is Social Business the Answer?  
**QUESTION TYPE:** True / False  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.16 - 01.16  
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34. Regina, owner and operator of a small restaurant, believes that her most important task as manager is establishing

goals for the restaurant and deciding what must be done to achieve them. This involves which of the following aspects of what managers do?

- a. Organizing
- b. Motivating and communicating
- c. Measuring
- d. Developing people
- e. Setting objectives

**ANSWER:** e  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.2 The Basic Functions of Management  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.02 - 01.02  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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35. The senior managers at a large clothing company decide to become the number one service-quality clothing company in the world. They are engaging in the management function of \_\_\_\_\_.

- a. planning
- b. organizing
- c. leading
- d. controlling
- e. dreaming

**ANSWER:** a  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.2 The Basic Functions of Management  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.02 - 01.02  
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36. When Terry Doyle of CommuniCom, Inc. created smaller, more independent maintenance units, he was performing the management function of \_\_\_\_\_.

- a. controlling
- b. human relations skills
- c. leading
- d. organizing

e. resourcing

**ANSWER:** d  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.2 The Basic Functions of Management  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.02 - 01.02  
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37. Amanda Rowley, president of Autos-R-Us, recognizes the factory employees for their outstanding performance at the monthly awards banquet on the shop floor by presenting a plaque and a check for \$100. She is engaging in the management function of \_\_\_\_\_.

- a. bribery
- b. organizing
- c. technical skills
- d. leading
- e. controlling

**ANSWER:** d  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.2 The Basic Functions of Management  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.02 - 01.02  
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**KEYWORDS:** Bloom's: Apply  
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38. Tool Techies, Inc. uses phone surveys of customers to gather information about service and quality. This is an example of the management function of \_\_\_\_\_.

- a. planning
- b. technical skills
- c. organizing
- d. controlling
- e. conceptual skills

**ANSWER:** d  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.2 The Basic Functions of Management

**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.02 - 01.02  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Apply  
**DATE CREATED:** 1/27/2019 9:50 PM  
**DATE MODIFIED:** 1/27/2019 9:52 PM

39. The degree to which an organization achieves a stated goal refers to \_\_\_\_\_.

- a. effectiveness
- b. synergy
- c. conceptual skill
- d. efficiency
- e. human skill

**ANSWER:** a  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.3 Organizational Performance  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.03 - 01.03  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 9:52 PM  
**DATE MODIFIED:** 1/27/2019 9:54 PM

40. For a widget manufacturing company, measuring the numbers of hours worked by employees to produce enough widgets to meet their first quarter goals is a measure of organizational \_\_\_\_\_.

- a. effectiveness
- b. performance
- c. efficiency
- d. structure
- e. assets

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.3 Organizational Performance  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.03 - 01.03  
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**KEYWORDS:** Bloom's: Apply

**DATE CREATED:** 1/27/2019 9:54 PM

**DATE MODIFIED:** 1/27/2019 9:55 PM

41. Jessica was recently praised by her supervisor for displaying superior customer service during an encounter with a problem customer. This is an example of organizational \_\_\_\_\_.

- a. information processing
- b. efficiency
- c. effectiveness
- d. structure
- e. goal setting

**ANSWER:** c

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.3 Organizational Performance

**QUESTION TYPE:** Multiple Choice

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.03 - 01.03

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Apply

**DATE CREATED:** 1/27/2019 9:55 PM

**DATE MODIFIED:** 1/27/2019 9:57 PM

42. One of the management duties that managers like the least is \_\_\_\_\_.

- a. financial planning
- b. controlling activities
- c. planning for future decisions
- d. handling paperwork
- e. networking

**ANSWER:** d

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.5 What Is a Manager's Job Really Like?

**QUESTION TYPE:** Multiple Choice

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.05 - 01.05

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/27/2019 9:58 PM

**DATE MODIFIED:** 1/27/2019 9:59 PM

43. Gail Griffith, manager of the finance division, distributes relevant information every day to all her employees, enabling them to make quality decisions. Gail is performing which of the following roles?

- a. Monitor
- b. Disseminator



- c. Spokesperson
- d. Disturbance handler
- e. Figurehead

**ANSWER:** b  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.5 What Is a Manager's Job Really Like?  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.05 - 01.05  
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**KEYWORDS:** Bloom's: Apply  
**DATE CREATED:** 1/27/2019 10:00 PM  
**DATE MODIFIED:** 1/27/2019 10:02 PM

44. According to Mintzberg, which of the following is an interpersonal role?

- a. Monitor
- b. Negotiator
- c. Liaison
- d. Disturbance handler
- e. Spokesperson

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.5 What Is a Manager's Job Really Like?  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.07 - 01.07  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 10:02 PM  
**DATE MODIFIED:** 1/27/2019 10:03 PM

45. If a manager finds a severe decline in employee morale and direction, he or she may need to spend more time in the \_\_\_\_\_ role.

- a. negotiator
- b. resource allocator
- c. figurehead
- d. monitor
- e. leader

**ANSWER:** e  
**POINTS:** 1  
**DIFFICULTY:** Moderate

**REFERENCES:** 1.5 What Is a Manager's Job Really Like?  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.07 - 01.07  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Understand  
**DATE CREATED:** 1/27/2019 10:04 PM  
**DATE MODIFIED:** 1/29/2019 4:14 AM

46. A small business manager might find himself or herself being asked to attend events and serve as the face of the company more often than him or her counterpart at a large organization, giving him or her a bigger role as a \_\_\_\_\_.

- a. monitor
- b. spokesperson
- c. liaison
- d. resource allocator
- e. leader

**ANSWER:** b  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.5 What Is a Manager's Job Really Like?  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.07 - 01.07  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Understand  
**DATE CREATED:** 1/27/2019 10:05 PM  
**DATE MODIFIED:** 1/27/2019 10:07 PM

47. In order to serve clients with limited resources, nonprofit managers must focus on \_\_\_\_\_.

- a. keeping costs as low as possible
- b. great customer service
- c. creating inexpensive goods
- d. employee performance
- e. roles like leader, monitor, and negotiator

**ANSWER:** a  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.6 Managing in Small Businesses and Nonprofit Organizations  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.08 - 01.08  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Understand  
**DATE CREATED:** 1/27/2019 10:07 PM  
**DATE MODIFIED:** 1/29/2019 4:17 AM

48. Which of the following is a characteristic of a traditional management approach?

- a. Managers play the role of an enabler.
- b. Managers supervise team members' tasks.
- c. Managers constantly mobilize for change.
- d. Managers lead and empower teams.
- e. Managers encourage conversation and collaboration.

**ANSWER:** b  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.1 Management Competencies for Today's World  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.01 - 01.01  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 10:09 PM  
**DATE MODIFIED:** 1/27/2019 10:11 PM

49. The Forestville Freeze is regionally known for its employee training programs. Managers at the Freeze conduct research to determine the best candidate interviewing techniques. This involves the use of which of the following management approaches?

- a. Administrative principles
- b. Bureaucratic
- c. Behavioral sciences
- d. Humanistic
- e. Scientific management

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Challenging  
**REFERENCES:** 1.10 Humanistic Perspective  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Apply  
**DATE CREATED:** 1/27/2019 10:11 PM  
**DATE MODIFIED:** 1/27/2019 10:13 PM

50. The management science perspective emerged after World War II to treat problems associated with \_\_\_\_.

- a. modern global warfare

- b. environmental issues
- c. employee involvement
- d. Germany
- e. improving manufacturing

**ANSWER:** a

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.9 Classical Perspective

**QUESTION TYPE:** Multiple Choice

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.11 - 01.11

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/27/2019 10:13 PM

**DATE MODIFIED:** 1/27/2019 10:15 PM

51. Within his role as a financial accountant, Roger uses the capital asset pricing model and other mathematical tools to help clients keep track of their finances. Which of the following perspectives or approaches does Roger apply the most at his work?

- a. Quantitative perspective
- b. Qualitative perspective
- c. Humanistic approach
- d. Behavioral science approach
- e. Scientific management approach

**ANSWER:** a

**POINTS:** 1

**DIFFICULTY:** Challenging

**REFERENCES:** 1.9 Classical Perspective

**QUESTION TYPE:** Multiple Choice

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.11 - 01.11

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Apply

**DATE CREATED:** 1/27/2019 10:47 PM

**DATE MODIFIED:** 1/27/2019 10:50 PM

52. From the 1950s until today, which of the following management perspectives has remained the most prevalent?

- a. Systems
- b. Qualitative
- c. Scientific management
- d. Quantitative
- e. Humanistic

**ANSWER:** e

**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.11 Recent Historical Trends  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.12 - 01.12  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 10:50 PM  
**DATE MODIFIED:** 1/29/2019 4:17 AM

53. It is often difficult to make decisions about subsystems because they are \_\_\_\_\_.  
a. interdependent  
b. independent  
c. managed differently  
d. filled with employees  
e. organizationally based

**ANSWER:** a  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.11 Recent Historical Trends  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.12 - 01.12  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Understand  
**DATE CREATED:** 1/27/2019 10:54 PM  
**DATE MODIFIED:** 1/29/2019 4:18 AM

54. In order to determine how to deal with a problem employee, Sharon evaluated the employee, the problem, and the context in which the problem occurred. She is applying which of the following perspectives?  
a. Participative view  
b. Universalist view  
c. Autonomy view  
d. Contingency view  
e. Humanist view

**ANSWER:** d  
**POINTS:** 1  
**DIFFICULTY:** Challenging  
**REFERENCES:** 1.11 Recent Historical Trends  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.12 - 01.12

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Apply  
**DATE CREATED:** 1/27/2019 10:57 PM  
**DATE MODIFIED:** 1/27/2019 10:59 PM

55. Which of the following is NOT a criticism of scientific management?
- a. It does not appreciate the social context of work.
  - b. It does not appreciate the higher needs of workers.
  - c. It does not appreciate the careful study of tasks and jobs.
  - d. It does not acknowledge variance among individuals.
  - e. It tends to regard workers as uninformed and ignores their ideas and suggestions.

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.9 Classical Perspective  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10  
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**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 10:59 PM  
**DATE MODIFIED:** 1/27/2019 11:01 PM

56. According to Weber, organizations based on which of the following would be more efficient and adaptable to change?
- a. Personal loyalty
  - b. Personal references
  - c. Rational authority
  - d. Family ties
  - e. Charismatic authority

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.9 Classical Perspective  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 11:02 PM  
**DATE MODIFIED:** 1/27/2019 11:05 PM

57. Genex Dynamics is a ballistics company that uses the principles of unity of command, scalar chain, and division of work. These are part of which of the following management approaches?

- a. Administrative principles
- b. Bureaucratic
- c. Scientific management
- d. Humanistic
- e. Behavioral sciences

ANSWER: a  
 POINTS: 1  
 DIFFICULTY: Challenging  
 REFERENCES: 1.9 Classical Perspective  
 QUESTION TYPE: Multiple Choice  
 HAS VARIABLES: False  
 LEARNING OBJECTIVES: MGMT.DAFT.17.01.10 - 01.10  
 NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking  
 STATE STANDARDS: United States - LA - DISC: Environmental Influence  
 KEYWORDS: Bloom's: Apply  
 DATE CREATED: 1/27/2019 11:05 PM  
 DATE MODIFIED: 1/27/2019 11:09 PM

58. Which of the following was a key finding in the Hawthorne studies?

- a. Stronger lighting increased productivity.
- b. More money resulted in increased productivity.
- c. Productivity increased with autocratic leadership.
- d. Higher temperatures reduced productivity.
- e. Human relations increased productivity.

ANSWER: e  
 POINTS: 1  
 DIFFICULTY: Moderate  
 REFERENCES: 1.10 Humanistic Perspective  
 QUESTION TYPE: Multiple Choice  
 HAS VARIABLES: False  
 LEARNING OBJECTIVES: MGMT.DAFT.17.01.10 - 01.10  
 NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking  
 STATE STANDARDS: United States - LA - DISC: Environmental Influence  
 KEYWORDS: Bloom's: Remember  
 DATE CREATED: 1/27/2019 11:26 PM  
 DATE MODIFIED: 1/27/2019 11:29 PM

59. A naturally occurring social group within an organization is a(n) \_\_\_\_.

- a. formal organizational structure
- b. informal organization
- c. bureaucratic organization
- d. human resources perspective
- e. Theory X assumption

ANSWER: b  
 POINTS: 1

**DIFFICULTY:** Easy  
**REFERENCES:** 1.10 Humanistic Perspective  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10  
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**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 11:29 PM  
**DATE MODIFIED:** 1/27/2019 11:31 PM

60. Zappos did away with all job titles and abolished organizational hierarchy in 2015 in favor of a self-management system called \_\_\_\_\_.

- a. benchmarking
- b. circles
- c. Theory Y approach
- d. holocracy
- e. bureaucracy

**ANSWER:** d  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.7 The Evolution of Management Thinking  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.13 - 01.13  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 11:31 PM  
**DATE MODIFIED:** 1/27/2019 11:33 PM

61. What is the number one global management tool that was used for 2014–2015?

- a. Customer relationship management
- b. Employee engagement surveys
- c. Outsourcing
- d. Benchmarking
- e. Mission and vision statements

**ANSWER:** a  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.12 Innovative Management Thinking into the Future  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.13 - 01.13  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking



**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
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**DATE CREATED:** 1/27/2019 11:33 PM  
**DATE MODIFIED:** 1/27/2019 11:35 PM

62. Which of the following is a task that a modern-day manager would consider a priority?

- a. Observing employee behavior
- b. Creating stability
- c. Challenging the status quo
- d. Dictating the actions employees take
- e. Focusing on the individual rather than the team

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.1 Management Competencies for Today's World  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.1 - 01.1  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
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**KEYWORDS:** Bloom's: Analyze  
**DATE CREATED:** 1/27/2019 11:36 PM  
**DATE MODIFIED:** 1/29/2019 4:20 AM

63. What approach has the Oregon Ducks' football team abandoned when it comes to coaching players?

- a. The Millennial approach
- b. The drill sergeant approach
- c. The empowering approach
- d. The collaborative approach
- e. The enabler approach

**ANSWER:** b  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.1 Management Competencies for Today's World  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.1 - 01.1  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
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**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 11:38 PM  
**DATE MODIFIED:** 1/27/2019 11:40 PM

64. Miranda has mapped out what she wants her team to do for the year and which objectives they should be meeting. She meets with her employees regularly to discuss their job performance, but she has noticed that many of them are confused about what they are doing. Many of them have told her that they have no way of telling how close they are to achieving an

objective or whether what they've done has moved the team toward their goals. Which management function is Miranda's biggest weakness here?

- a. Organizing
- b. Planning
- c. Developing
- d. Controlling
- e. Leading

**ANSWER:** d  
**POINTS:** 1  
**DIFFICULTY:** Challenging  
**REFERENCES:** 1.2 The Basic Functions of Management  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.02 - 01.02  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Apply  
**DATE CREATED:** 1/27/2019 11:40 PM  
**DATE MODIFIED:** 1/27/2019 11:42 PM

65. A group of 10 people get together with the purpose of raising awareness about the environment in their community. They hold weekly meetings to decide on what kinds of activities to do and whose responsibility it is to implement them. Not everyone shows up every week, and two of the members end up doing all of the work. What aspect of an organization does this group fail to fulfill?

- a. Being goal directed
- b. Being deliberately structured
- c. Meeting the requirements of a social entity
- d. Making profits
- e. Achieving efficiency

**ANSWER:** b  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.3 Organizational Performance  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.03 - 01.03  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Apply  
**DATE CREATED:** 1/27/2019 11:43 PM  
**DATE MODIFIED:** 1/27/2019 11:46 PM

66. Which of the following is an example of a change being made for efficiency?

- a. A campaign appoints a new manager who better understands the candidate's vision.
- b. A local restaurant adds the ability for customers to order their meals online after numerous requests.
- c. A food manufacturer creates a goal to produce all organic food in the next five years.

- d. An airline retires all the planes that cost the most money to repair every year.
- e. The team in an office restructures so more employees are working toward the company's stated app-based goals.

**ANSWER:** d  
**POINTS:** 1  
**DIFFICULTY:** Challenging  
**REFERENCES:** 1.3 Organizational Performance  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.03 - 01.03  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
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**KEYWORDS:** Bloom's: Apply  
**DATE CREATED:** 1/27/2019 11:47 PM  
**DATE MODIFIED:** 1/27/2019 11:49 PM

67. Which of the following skills is considered the least important for a manager to have according to Google's list of good behaviors for managers?

- a. Empowering your team
- b. Expressing interest in team members' successes
- c. Helping employees with career development
- d. Being a good coach
- e. Having technical skills

**ANSWER:** e  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.4 Management Skills  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT20.01.04 - 01.04  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
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**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 11:50 PM  
**DATE MODIFIED:** 1/29/2019 4:20 AM

68. Which of the following is not one of the top causes of manager failure?

- a. Setting daunting goals for the team to complete
- b. Having poor interpersonal skills
- c. Failing to clarify direction
- d. Practicing ineffective communication skills
- e. Lacking personal integrity and trustworthiness

**ANSWER:** a  
**POINTS:** 1  
**DIFFICULTY:** Moderate

**REFERENCES:** 1.4a When Skills Fail  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.04 - 01.04  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 11:53 PM  
**DATE MODIFIED:** 1/27/2019 11:55 PM

69. Which of the following contributed to Zynga's bad reputation and low share prices?
- a. Most of its management lacked key technical skills.
  - b. The founder's aggressive style made it difficult to build a cohesive team.
  - c. The CEO set unreasonable expectations the company was unable to meet.
  - d. It was discovered that the company's growth resulted from illegal business practices.
  - e. There was no longer a demand for their product in the changing marketplace.

**ANSWER:** b  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.4 Management Skills  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.04 - 01.04  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/27/2019 11:55 PM  
**DATE MODIFIED:** 1/27/2019 11:57 PM

70. Which of the following tasks best describes the work a manager can expect to do?
- a. Working individually on a report for some hours uninterrupted
  - b. Taking on a new project that requires specific skills
  - c. Finding the best person on the team to complete a project and delegating the task to that person
  - d. Taking advantage of the many freedoms to do what they think is best for the organization
  - e. Agreeing to take on more work that they will do themselves

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.5 What Is a Manager's Job Really Like?  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.05 - 01.05  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Understand

**DATE CREATED:** 1/27/2019 11:58 PM

**DATE MODIFIED:** 1/28/2019 12:00 AM

71. What is a common problem that many new managers face in the first year of their managerial career?

- a. Exploiting the freedom they have to do what they think is best for the company
- b. Thinking too much about building teams and networks
- c. Delegating so much work that there is nothing left for them to do
- d. Wanting to do all the work themselves
- e. Shrinking away from confrontation and opening up communication gaps

**ANSWER:** d

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.5 What Is a Manager's Job Really Like?

**QUESTION TYPE:** Multiple Choice

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.06 - 01.06

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Understand

**DATE CREATED:** 1/28/2019 12:00 AM

**DATE MODIFIED:** 1/28/2019 12:02 AM

72. Which of the following would be a poor time management technique for a manager?

- a. Keeping a to-do list of responsibilities and commitments
- b. Prioritizing tasks on a to-do list to identify what is most important and urgent
- c. Taking care of e-mails and phone calls early in the day and saving big tasks for the afternoon
- d. Avoiding multitasking whenever possible
- e. Identifying what activities can be delegated to someone else

**ANSWER:** c

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.5 What Is a Manager's Job Really Like?

**QUESTION TYPE:** Multiple Choice

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.06 - 01.06

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Understand

**DATE CREATED:** 1/28/2019 12:03 AM

**DATE MODIFIED:** 1/28/2019 12:05 AM

73. Financial resources for government and charity nonprofit organizations come from all of the following EXCEPT \_\_\_\_\_.

- a. appropriations
- b. taxes
- c. sales of goods

- d. grants
- e. donations

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.6 Managing in Small Businesses and Nonprofit Organizations  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT20.01.08 - 01.08  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 12:05 AM  
**DATE MODIFIED:** 1/28/2019 12:07 AM

74. In the impermanent groups known as *circles* at Zappos, employees gather in order to \_\_\_\_.
- a. write each other's job descriptions
  - b. conduct group interviews of potential new hires
  - c. determine the goals of the business
  - d. vote on who will be their next supervisor
  - e. decide what projects they want to take on

**ANSWER:** e  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.7 The Evolution of Management Thinking  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.13 - 01.13  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Apply  
**DATE CREATED:** 1/28/2019 12:08 AM  
**DATE MODIFIED:** 1/28/2019 12:11 AM

75. Which of the following management perspectives is found in today's workplace?
- a. Systems thinking
  - b. Total quality management
  - c. Social business
  - d. Humanity of production
  - e. Contingency view

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.8 The Historical Struggle: The Things of Production Versus the Humanity of Production

**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.09 - 01.09  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Apply  
**DATE CREATED:** 1/28/2019 12:11 AM  
**DATE MODIFIED:** 1/28/2019 12:13 AM

76. What is the central tension between historical forces in management thinking?

- a. Things of production vs. humanity of production
- b. Things of production vs. scientific numbers-driven approach
- c. Humanity of production vs. hierarchal structures
- d. The humanistic approach vs. the people-driven workplace
- e. The desire for greater production vs. the need for efficiency

**ANSWER:** a  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.8 The Historical Struggle: The Things of Production Versus the Humanity of Production

**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.09 - 01.09  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 12:17 AM  
**DATE MODIFIED:** 1/28/2019 12:19 AM

77. Who is considered the father of scientific management?

- a. Frank B. Gilbreth
- b. Henry Gantt
- c. Frederick Winslow Taylor
- d. Max Weber
- e. Henri Fayol

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.9 Classical Perspective  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/28/2019 12:19 AM

**DATE MODIFIED:** 1/28/2019 12:21 AM

78. Feel Good Co. takes the administrative principles approach to management. They have trained all their managers to take the best approach for their specific team and have also given employees the training to excel at their particular job duties. What principle of management are they practicing?

- a. Unity of command
- b. Division of work
- c. Unity of direction
- d. Scalar chain
- e. Humanity of production

**ANSWER:** b

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.9 Classical Perspective

**QUESTION TYPE:** Multiple Choice

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.10 - 01.10

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Apply

**DATE CREATED:** 1/28/2019 12:21 AM

**DATE MODIFIED:** 1/28/2019 12:23 AM

79. A food manufacturer hires people based on their technical qualifications, has a classical hierarchy of authority, and ensures all administrative acts are recorded in writing. What style of management does it practice?

- a. Administrative principles approach
- b. Scientific management approach
- c. The human relations approach
- d. Bureaucratic organization approach
- e. Behavioral sciences approach

**ANSWER:** d

**POINTS:** 1

**DIFFICULTY:** Challenging

**REFERENCES:** 1.9 Classical Perspective

**QUESTION TYPE:** Multiple Choice

**HAS VARIABLES:** False

**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.10 - 01.10

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Apply

**DATE CREATED:** 1/28/2019 12:24 AM

**DATE MODIFIED:** 1/28/2019 12:25 AM

80. Many of the principles of management science derive from which historical event?

- a. The Industrial Revolution



- b. World War I
- c. World War II
- d. The Civil War
- e. Creation of the assembly line

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.9 Classical Perspective  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.11 - 01.11  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 12:26 AM  
**DATE MODIFIED:** 1/28/2019 12:28 AM

81. What idea did Douglas McGregor develop that allows organizations to take advantage of the imagination and intellect of all their employees?

- a. Maslow's hierarchy
- b. Informal organization
- c. Theory X
- d. Theory Y
- e. Human relations movement

**ANSWER:** d  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.10 Humanistic Perspective  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.10 - 01.10  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 12:28 AM  
**DATE MODIFIED:** 1/28/2019 12:30 AM

82. An advertising company tries to foster as much creativity as possible. It asks for input from all employees and encourages group work where everyone can work toward a common goal they develop. Employees are not punished when ideas don't work out. What management approach does this company practice?

- a. Behavioral science approach
- b. Human resources perspective
- c. Traditional management practices
- d. Scientific management
- e. Administrative principles approach

**ANSWER:** b

**POINTS:** 1  
**DIFFICULTY:** Challenging  
**REFERENCES:** 1.10 Humanistic Approach  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT2017.01.10 - 01.10  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Apply  
**DATE CREATED:** 1/28/2019 12:30 AM  
**DATE MODIFIED:** 1/28/2019 12:34 AM

83. Alberto is the senior manager at a clothing producer, and he decides to push a new product particularly hard, understanding that the company might temporarily see their profits drop. What management skill is Alberto exercising?

- a. Systems thinking
- b. Behavioral science approach
- c. Human resources perspective
- d. Synergy
- e. Contingency view

**ANSWER:** a  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.11 Recent Historical Trends  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.11 - 01.11  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Apply  
**DATE CREATED:** 1/28/2019 12:36 AM  
**DATE MODIFIED:** 1/28/2019 12:38 AM

84. Many bossless companies operate in \_\_\_\_\_.

- a. small business communities
- b. technology-driven industries
- c. large manufacturing settings
- d. nonprofit organizations
- e. Asian countries

**ANSWER:** b  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.12 Innovative Management Thinking into the Future  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.15 - 01.15

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 12:42 AM  
**DATE MODIFIED:** 1/28/2019 12:44 AM

85. What kind of work environment is the Millennial employee looking for?

- a. One where most decisions are made by management
- b. One that uses traditional management approaches
- c. One that leans toward individual work
- d. One that has a flexible and collaborative setup
- e. One where the status quo holds true

**ANSWER:** d  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.12 Innovative Management Thinking into the Future  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT20.01.15 - 01.15  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 12:44 AM  
**DATE MODIFIED:** 1/28/2019 12:47 AM

86. What is one of the benefits of conducting social business?

- a. The focus is entirely on the consumer.
- b. Costs are significantly cut concerning production.
- c. It facilitates faster and smoother operations.
- d. Employees become more technologically savvy.
- e. Companies are more likely to succeed more quickly.

**ANSWER:** c  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.13 The Historical Struggle: Is Social Business the Answer?  
**QUESTION TYPE:** Multiple Choice  
**HAS VARIABLES:** False  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.16 - 01.16  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
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**KEYWORDS:** Bloom's: Understand  
**DATE CREATED:** 1/28/2019 12:47 AM  
**DATE MODIFIED:** 1/28/2019 12:50 AM

87. \_\_\_\_\_ is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources.

**ANSWER:** Management  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.1 Management Competencies for Today's World  
**QUESTION TYPE:** Completion  
**HAS VARIABLES:** False  
**STUDENT ENTRY MODE:** Basic  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.01 - 01.01  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 12:50 AM  
**DATE MODIFIED:** 1/28/2019 12:52 AM

88. In the \_\_\_\_\_ role, managers initiate improvement projects, identify new ideas, and delegate idea responsibility to others.

**ANSWER:** entrepreneur  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.5 What Is a Manager's Job Really Like?  
**QUESTION TYPE:** Completion  
**HAS VARIABLES:** False  
**STUDENT ENTRY MODE:** Basic  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.07 - 01.07  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 12:52 AM  
**DATE MODIFIED:** 1/28/2019 12:53 AM

89. Weber's vision of organizations that would be managed on an impersonal, rational basis is called a(n) \_\_\_\_\_.

**ANSWER:** bureaucracy  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.9 Classical Perspective  
**QUESTION TYPE:** Completion  
**HAS VARIABLES:** False  
**STUDENT ENTRY MODE:** Basic  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 12:53 AM  
**DATE MODIFIED:** 1/28/2019 12:55 AM

90. According to Fayol, similar activities in an organization should be grouped together under one manager. This

administrative principle is known as \_\_\_\_\_.

**ANSWER:** unity of direction

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.9 Classical Perspective

**QUESTION TYPE:** Completion

**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/28/2019 12:55 AM

**DATE MODIFIED:** 1/28/2019 12:57 AM

91. \_\_\_\_\_ refers to the field of management that specializes in the physical production of goods or services.

**ANSWER:** Operations management

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.9 Classic Perspective

**QUESTION TYPE:** Completion

**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.11 - 01.11

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/28/2019 12:57 AM

**DATE MODIFIED:** 1/28/2019 12:59 AM

92. The process whereby companies find out how others do something better than they do and then try to imitate or improve it is known as \_\_\_\_\_.

**ANSWER:** benchmarking

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.12 Innovative Management Thinking Into the Future

**QUESTION TYPE:** Completion

**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.09 - 01.09

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/28/2019 12:59 AM

**DATE MODIFIED:** 1/28/2019 1:00 AM

93. \_\_\_\_\_ refers to managing the sequence of suppliers and purchasers, covering all stages of processing from obtaining raw materials to distributing finished goods to consumers.

**ANSWER:** Supply chain management

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.12 Innovative Management Thinking into the Future

**QUESTION TYPE:** Completion

**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.14 - 01.14

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/28/2019 1:01 AM

**DATE MODIFIED:** 1/28/2019 1:02 AM

94. By using resources in an efficient and effective manner to reach organizational goals, managers may reach their ultimate responsibility of achieving high \_\_\_\_\_.

**ANSWER:** performance

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.3 Organizational Performance

**QUESTION TYPE:** Completion

**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.03 - 01.03

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/28/2019 1:03 AM

**DATE MODIFIED:** 1/28/2019 1:04 AM

95. Today's best managers are \_\_\_\_\_. They design the organization and culture to anticipate threats and opportunities from the environment, challenge the status quo, and promote creativity.

**ANSWER:** future facing

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.1 Management Competencies for Today's World

**QUESTION TYPE:** Completion

**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic

**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.01 - 01.01

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Understand

**DATE CREATED:** 1/28/2019 1:04 AM

DATE MODIFIED: 2/6/2019 7:49 AM

96. A manager who creates an incentive program for the team to hit quarterly sales goals is performing the management function of \_\_\_\_\_.

ANSWER: leading

POINTS: 1

DIFFICULTY: Moderate

REFERENCES: 1.2 The Basic Functions of Management

QUESTION TYPE: Completion

HAS VARIABLES: False

STUDENT ENTRY MODE: Basic

LEARNING OBJECTIVES: MGMT.DAFT.20 01.02 - 01.02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Apply

DATE CREATED: 1/28/2019 1:06 AM

DATE MODIFIED: 1/28/2019 1:08 AM

97. When predicting manager effectiveness, \_\_\_\_\_ skills are significantly more important than \_\_\_\_\_ skills.

ANSWER: human; technical

POINTS: 1

DIFFICULTY: Moderate

REFERENCES: 1.4 Management Skills

QUESTION TYPE: Completion

HAS VARIABLES: False

STUDENT ENTRY MODE: Basic

LEARNING OBJECTIVES: MGMT.DAFT.20.01.04 - 01.04

NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Understand

DATE CREATED: 1/28/2019 1:08 AM

DATE MODIFIED: 1/28/2019 1:10 AM

98. In order to get more work done in less time with better results, a manager should employ \_\_\_\_\_ techniques.

ANSWER: time management

POINTS: 1

DIFFICULTY: Easy

REFERENCES: 1.5 What Is a Manager's Job Really Like?

QUESTION TYPE: Completion

HAS VARIABLES: False

STUDENT ENTRY MODE: Basic

LEARNING OBJECTIVES: MGMT.DAFT.20.01.06 - 01.06

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Remember

DATE CREATED: 1/28/2019 1:11 AM

**DATE MODIFIED:** 1/28/2019 1:13 AM

99. \_\_\_\_\_ are financial managers who base their decisions on complex quantitative analysis in order to predict how the market works.

**ANSWER:** Quants

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.9 Classical Perspective

**QUESTION TYPE:** Completion

**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic

**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.10 - 01.10

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/28/2019 1:13 AM

**DATE MODIFIED:** 1/28/2019 1:15 AM

100. The \_\_\_\_\_ perspective maintains an interest in worker participation and considerate leadership and considers the daily tasks that people perform.

**ANSWER:** human resources

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.10 Humanistic Perspective

**QUESTION TYPE:** Completion

**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic

**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.10 - 01.10

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/28/2019 1:16 AM

**DATE MODIFIED:** 1/28/2019 1:18 AM

101. An organization must be managed as a coordinated whole, and to see the entire picture, a manager must recognize the concept of \_\_\_\_\_, which says that the whole is greater than the sum of its parts.

**ANSWER:** synergy

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.11 Recent Historical Trends

**QUESTION TYPE:** Completion

**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic

**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.02 - 01.02

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence



**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 1:18 AM  
**DATE MODIFIED:** 1/28/2019 1:20 AM

102. The \_\_\_\_\_ states that variables exist for helping managers identify and understand situations, and it tells us that what works in one setting might not work in another.

**ANSWER:** contingency view  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.11 Recent Historical Trends  
**QUESTION TYPE:** Completion  
**HAS VARIABLES:** False  
**STUDENT ENTRY MODE:** Basic  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.02 - 01.02  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 1:20 AM  
**DATE MODIFIED:** 1/28/2019 1:22 AM

103. \_\_\_\_\_ uses social media technologies for interacting with and facilitation communication and collaboration among employees, customers, and other stakeholders.

**ANSWER:** Social business  
**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.13 The Historical Struggle: Is Social Business the Answer?  
**QUESTION TYPE:** Completion  
**HAS VARIABLES:** False  
**STUDENT ENTRY MODE:** Basic  
**LEARNING OBJECTIVES:** MGMT.DAFT.20.01.16 - 01.16  
**NATIONAL STANDARDS:** United States - BUSPROG: Analytic  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 1:22 AM  
**DATE MODIFIED:** 1/28/2019 1:24 AM

104. List the three management skills necessary to perform effectively in organizations.

**ANSWER:** The three management skills are as follows:  
1. Conceptual skills  
2. Human skills  
3. Technical skills  
**POINTS:** 1  
**DIFFICULTY:** Easy  
**REFERENCES:** 1.4 Management Skills  
**QUESTION TYPE:** Subjective Short Answer  
**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.04 - 01.04  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 1:24 AM  
**DATE MODIFIED:** 1/28/2019 1:25 AM

105. List the three assumptions associated with McGregor's Theory X.

**ANSWER:** 1. Individuals have an inherent dislike of work and will avoid it if possible.  
2. Most people must be coerced, controlled, directed, or threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.  
3. The average person prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.10 Humanistic Perspective  
**QUESTION TYPE:** Subjective Short Answer  
**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.10 - 01.10  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 1:25 AM  
**DATE MODIFIED:** 1/28/2019 1:27 AM

106. Describe the manager's informational roles.

**ANSWER:** In an informational capacity, a manager is a monitor, seeking and receiving information, scanning periodicals and reports, and maintaining personal contacts; a disseminator, forwarding information to other organization members, sending memos and reports, and making phone calls; and a spokesperson, transmitting information to outsiders through speeches and reports.

**POINTS:** 1  
**DIFFICULTY:** Moderate  
**REFERENCES:** 1.5 What Is a Manager's Job Really Like?  
**QUESTION TYPE:** Subjective Short Answer  
**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic  
**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.05 - 01.05  
**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking  
**STATE STANDARDS:** United States - LA - DISC: Environmental Influence  
**KEYWORDS:** Bloom's: Remember  
**DATE CREATED:** 1/28/2019 1:27 AM  
**DATE MODIFIED:** 1/28/2019 1:29 AM

107. Describe the four management functions.

**ANSWER:** Planning means defining goals for future organizational performance and deciding on the task and use of resources needed to attain them. Organizing involves assigning tasks, grouping tasks into departments, delegating authority, and allocating resources across the organization. Leading is the use of influence to motivate employees to attain organizational goals. Controlling means monitoring employees' activities, determining whether the organization is on track toward goals, and making corrections as necessary.

**POINTS:** 1

**DIFFICULTY:** Moderate

**REFERENCES:** 1.2 The Basic Functions of Management

**QUESTION TYPE:** Subjective Short Answer

**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.02 - 01.02

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Remember

**DATE CREATED:** 1/28/2019 1:29 AM

**DATE MODIFIED:** 1/28/2019 1:31 AM

108. How do small-business managers emphasize different management roles in comparison to larger business managers?

**ANSWER:** Managers of small businesses often see their most important role as that of spokesperson because they must promote the small, growing company to the outside world. The entrepreneur role is also more important because managers have to be innovative and help their organizations develop new ideas to remain competitive. Small-business managers tend to rate the leader and information-processing roles lower than managers in larger organizations.

**POINTS:** 1

**DIFFICULTY:** Challenging

**REFERENCES:** 1.6 Managing Small Businesses and Nonprofit Organizations

**QUESTION TYPE:** Subjective Short Answer

**HAS VARIABLES:** False

**STUDENT ENTRY MODE:** Basic

**LEARNING OBJECTIVES:** MGMT.DAFT.17.01.08 - 01.08

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - LA - DISC: Environmental Influence

**KEYWORDS:** Bloom's: Understand

**DATE CREATED:** 1/28/2019 1:31 AM

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109. Discuss the differences between the case view, the universalist view, and the contingency view.

**ANSWER:** These viewpoints relate to the applicability of management principles. The case view holds that every situation is unique; thus, there are no universal principles and one learns about management by experiencing a large number of case problem situations. Conversely, the universalist view believes that the same management principles will work across every situation in every organization. The contingency view is an integration of these two, that is, while there are no universal principles, there are common patterns and characteristics. The manager's task is to identify what principles will work when, based on an analysis of key contingencies.

*POINTS:* 1  
*DIFFICULTY:* Moderate  
*REFERENCES:* 1.12 Recent Historical Trends  
*QUESTION TYPE:* Subjective Short Answer  
*HAS VARIABLES:* False  
*STUDENT ENTRY MODE:* Basic  
*LEARNING OBJECTIVES:* MGMT.DAFT.17.01.12 - 01.12  
*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking  
*STATE STANDARDS:* United States - LA - DISC: Environmental Influence  
*KEYWORDS:* Bloom's: Analyze  
*DATE CREATED:* 1/28/2019 1:33 AM  
*DATE MODIFIED:* 2/6/2019 10:15 AM