



Theory of Management.d(1)

- 1 ... is defined as getting work done through others.
- 2 When Ruth was hired to be the second-in-command at Graham Mailing Services, she was told that her job was to deal with the employees to make sure they got the mailing done to the customers' specifications. She was not instructed on how to run machines or in any other technical area because Her was a job in:
- 3 A manager striving to improve organizational ... is accomplishing tasks that help achieve organizational objectives.
- 4 Coca-Cola and PepsiCo spent a total of \$75 million to launch two sodas, banking on the low-carb trend. Carb-conscious consumers rejected the drinks en masse. The new brands grabbed a combined market share of less than 1 percent. Given that the objective of both soft drink manufacturers was to increase their market share, the introductions were notably:
- 5 One of the primary reasons for the slow response to help the victims of Hurricane Katrina was an antiquated government system that was bogged down in bureaucratic red tape. In other words, the failure of assistance to arrive in a timely fashion was due to a lack of:
- 6 is the accomplishment of tasks that help fulfill organizational objectives.
- 7 To achieve its goal of increased market share, Krispy Kreme launched a program in Palm Beach County, Florida, that awards grade-school students a free doughnut for every A on their report cards. Creating this program was primarily the function of which management function? Which management function was used to create this program?
- 8 Nestlé was unsuccessful in early attempts to sell its chocolate in India. It discovered its chocolate bars were not suitable for the Indian markets because the candy had to sit in direct sunlight without benefit of air conditioning and became messy. Nestlé adopted an innovation strategy and developed Chocostick, a liquid chocolate, which is very popular. Solving this problem involved what management function?
- 9 A manager engaged in the management function of ... is monitoring progress toward goal achievement and taking corrective action when needed.
- 10 A business school administrator who is determining what classes will be offered in which rooms and who will teach each specific class is involved in which classical management function?





- 11 After earning \$8 billion in profit, Royal Dutch/Shell decided to strive to double its profits within the next five years. Which classical management function would be instrumental in achieving this goal?
- 12 Planning is ultimately based upon ...
- 13 One of the benefits of planning is how it ...
- 14 One of the benefits of planning is how it ...
- 15 How does a company benefit from planning?
- 16 The use of ... in planning produces a false sense of certainty and is often cited as one of the major pitfalls of planning.
- 17 According to the text, which of the following is a pitfall of planning?
- 18 Which of the following is a possible outcome of planning?
- 19 The last step in effective planning is to ...
- 20 According to the S.M.A.R.T. guidelines, goals should be ...
- 21 ... is the collection of activities that transform inputs into outputs that customer's value.
- 22 The organizational process ...
- 23 While ... emphasizes jobs and their authority relationships, ... emphasizes the activities through which work gets done in the organization.
- 24 ... departmentalization is defined as organizing work and workers into separate units responsible for particular business functions or areas of expertise.
- 25 Kimberly-Clark is subdivided into organizational units called Kimberly-Clark Health Care, which provides products to hospitals, Kimberly-Clark Professional, which sells to businesses, and Kimberly-Clark Consumer, which sells the company's products to customers. From this information, you know that Kimberly-Clark uses ...





- 26 As a consequence of the Industrial Revolution and its emphasis on specialization, institutions providing higher education developed strict departments that contained specialized functions. This organizational structure was perceived as a way to enhance the accumulation and dissemination of knowledge. Institutions providing higher education have traditionally used ...
- 27 ... is a general term that refers to subdividing work and workers into separate organizational units that are responsible for completing particular tasks.
- 28 Which of the following statements about functional departmentalization is true?
- 29 Functional departmentalization ...
- 30 Disadvantages of ... departmentalization include slower decision making, the development of managers and workers with narrow experience and expertise, and makes it more difficult for cross-departmental coordination.
- 31 According to the text, a(n) ... is a small number of people with complementary skills who hold themselves mutually accountable for pursuing a common purpose, achieving performance goals, and improving interdependent work processes.
- 32 A local hospital ran into a funding problem when it tried to build a new state-of-the-art pediatric unit. The hospital management asked a group of physicians, hospital volunteers, and administrative staff to develop and implement a plan to raise the necessary money. This group of people with complementary skills formed a(n) ...
- 33 How are organizations using teams to help increase customer satisfaction?
- 34 An organization engaged in ... its work team members is training them in how to do all or most of the jobs performed by the other team members.
- 35 E-Lab (the «E» stands for experience) has project teams perform field research for its clients. These project teams are composed of students of theology, actors, and musicians as well as the more traditional marketing experts and statisticians. Each member of the group is trained to conduct observational research, interview clients, and understand the marketing impact of what they learn. E-Lab uses ... to make its project teams more efficient.





- 36) Allen-Edmonds is keeping its shoe manufacturing business in the United States by investing in new machinery and creating new processes. The strategy is a gamble and the outcome is uncertain. To cut costs and improve efficiency, the company's old assembly line is being replaced by a system of employees working in groups, with each person doing several jobs, and each trained to do the others' tasks. Allen-Edmonds' teams are using ...
- 37) ... occurs when workers withhold their efforts and fail to perform their share of the work.
- 38) Which of the following is a potential disadvantage associated with the use of work teams?
- 39) ... is one of the disadvantages associated with the use of work teams.
- 40) Which of the following statements about social loafing is true?
- 41) A modern factory, in the U.S, has 1,200 workers who speak 20 different languages. This factory illustrates ...
- 42) ... is a term that describes a situation in organizations when there is a variety of demographic, cultural, and personal differences among the people who work there and the customers who do business there.
- 43) The purposeful steps taken by an organization to create employment opportunities for minorities and women is called ...
- 44) A key difference between affirmative action and diversity is that ...
- 45) Japanese-based Honda Motors recently opened a manufacturing plant in China. The Chinese balked at wearing the standard Honda white uniforms because white in China is a funeral color. The Chinese workers agreed to wear the white uniforms if they could wear gray caps. The compromise made everyone happy. This cultural sensitivity is an example of how ... influences organizations.
- 46) What action can a medium-sized manufacturing company take if it wants to create a positive work environment; where every employee does his or her best work and individual differences are respected and not just ignored?
- 47) Companies in several industries are now waking up to the needs of gays and lesbians. They are not only valuable consumers but also great employees who actually help their employers better understand the market. Companies that have hired gays and lesbians more than likely have ...





- 48 Companies in several industries are now waking up to the market needs of gays and lesbians. Through diversity programs, organizations are actively recruiting and hiring gays and lesbians to ...
- 49 Which of the following statements explains why diversity actually makes good business sense?
- 50 Diversity helps companies grow by ...
- 51 According to the text, ... is the set of forces that initiates, directs, and makes people persist in their efforts to accomplish a goal.
- 52 The three components of ... are initiation of effort, direction of effort, and persistence of effort.
- 53 According to some industrial psychologists, ... is a function of motivation times ability times situational constraints.
- 54 Asa and Ruby both sell insurance. Asa is married, has three children, and a new house. Ruby is single and has recently purchased a new Lexus. According to some industrial psychologists ...
- 55 A sales manager has carefully selected the members of two sales teams so that they have, as nearly as possible, identical skills and abilities. Both are assigned potential customers in the same industry. Both groups are offered the same rewards. One team makes the sale, and the other does not. This information tells you that ...
- 56 A glass of water and shelter from a snowstorm would be examples of ..., and a gold necklace and tickets to see professional wrestling would not be.
- 57 On the basis of research evidence, the two basic needs categories are ...
- 58 According to the model of need satisfaction, an unsatisfied need produces ...
- 59 Marketers often appeal to consumers' needs as defined by Maslow's hierarchy. A lock manufacturer, shows how much protection its locks provide and a cleaning company developed several types of wipes to eliminate concerns about infectious germs. Both marketers are appealing to which need as defined by Maslow?
- 60 Which of the following statements about needs is true?
- 61 ...is the process of influencing others to achieve group or organizational goals.





- 62 Which of the following is a major concern of managers (as opposed to leaders)?
- 63 Which of the following is a major concern of leaders (as opposed to managers)?
- 64 Companies whose executives do not try to motivate employees to create long-term solutions to the problems facing the companies are most likely ...
- 65 Which of the following statements about leaders and managers is true?
- 66 Relatively stable characteristics such as abilities, psychological motives, or consistent patterns of behavior, form the basis for the ... of leadership.
- 67 Which one of the following traits refers to high levels of effort and is characterized by achievement, motivation, ambition, energy, tenacity, and initiative?
- 68 Which of the following traits refers to the extent to which leaders are truthful with others?
- 69 Oftentimes when an individual is running for a local political office, he or she makes lots of promises. When the individual wins the election and assumes office, he or she is often unable to carry through on political promises, an inability which leads to a perceived problem with ...
- 70 Leaders who possess the trait of ... are more decisive and assertive and more likely to gain others' confidence.
- 71 The basic control process of business begins with ...
- 72 ... is the regulatory process of establishing standards that will achieve organizational goals, comparing actual performance to those standards, and then, if necessary, taking corrective action to restore performance to those standards.
- 73 ... are a basis of comparison for measuring the extent to which organizational performance is satisfactory or unsatisfactory.
- 74 Companies may determine standards by ...
- 75 A report calling for a company to set clear targets to improve fuel economy and to cut factory emissions would want the company to establish emission control ...
- 76 ... allows a trucking company not only to compare its safety performance with other companies but to also adopt those practices found to be superior.





- 77) When Marriott decided to improve the quality of service offered to customers, it asked special corporate guests to comment on the good and bad issues of their stay and also to tell what the competition is doing that is better than Marriott. The Marriott acted accordingly. In other words, it used ...
- 78) A chain of specialty fashion stores has interviewed a sample of its female customers and learned that a customer can be expected to visit the store looking for new merchandise on average every two weeks. The chain of stores was able to set this standard through ...
- 79) Control is a(n) ... process.
- 80) Control is a cybernetic process because it ...

