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| --- |
| True / False |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. The late famed management theorist Peter Drucker is often credited with creating the modern study of management.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 2. Efficiency refers to the degree to which the organization achieves a stated objective.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 3. Technical skills are most important at lower organizational levels while conceptual skills become more important as managers move up the organizational hierarchy.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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

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

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| 6. The rise of virtual work has led to a decline in organizational hierarchies.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 7. The humanistic perspective contains three subfields: scientific management, bureaucratic organizations, and administrative principles.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 8. A criticism of human relations management is that it ignores the social context and workers’ needs.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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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 | |

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| 10. Fayol's unity of command principle emphasizes that each subordinate receives orders from one, and only one superior.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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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 | |

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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 | |

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| 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 | |

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| 14. The systems thinking approach develops theories about human behavior based on scientific methods and study.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 15. Organization development is a specific set of management techniques based in the behavioral science approach.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 16. The management science approach uses qualitative data in management decision making.     |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 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 | |

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| 18. Contingency thinking is the ability to see both the distinct elements of a system or situation and the complex and changing interaction among those elements.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 19. Although developed by a Japanese business manager, the quality movement is strongly associated with American companies.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 20. Supply chain management refers to 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 | |

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| 21. Customer relationship management systems collect and manage large amounts of data about customers and make them available to employees.​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 22. Management idea life cycles have continually grown longer, reflecting the pace of change in today's business world.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 23. The top reason for manager failure is ineffective communication skills and practices.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| --- |
| Multiple Choice |

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| 24. 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 aspect of what managers do?   |  |  |  | | --- | --- | --- | |  | a. | Organizing | |  | b. | Motivating and communicating | |  | c. | Measuring | |  | d. | Developing people | |  | e. | Setting objectives |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 25. When senior managers at Gap, Inc. decided to become the number one service-quality clothing company in the world, they were engaging in the management function of:   |  |  |  | | --- | --- | --- | |  | a. | planning. | |  | b. | organizing. | |  | c. | leading. | |  | d. | controlling. | |  | e. | dreaming. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 26. When Terry Doyle of CommuniCom, Inc. created smaller, more independent maintenance units, he was performing the function of:   |  |  |  | | --- | --- | --- | |  | a. | controlling. | |  | b. | human relations skills. | |  | c. | leading. | |  | d. | organizing. | |  | e. | resourcing. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 27. 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 | |

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| 28. 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 | |

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| 29. 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 | |

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| 30. For a widget manufacturing company, worker-hours per widget is a measure of:   |  |  |  | | --- | --- | --- | |  | a. | organizational effectiveness. | |  | b. | organizational performance. | |  | c. | organizational efficiency. | |  | d. | organizational structure. | |  | e. | organizational assets. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 31. 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 | |

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| 32. Of all management duties, one of the things managers like the least is:   |  |  |  | | --- | --- | --- | |  | a. | financial planning. | |  | b. | controlling activities. | |  | c. | planning for future decisions. | |  | d. | handling paperwork. | |  | e. | networking. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 33. 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 role | |  | b. | Disseminator role | |  | c. | Spokesperson role | |  | d. | Disturbance handler role | |  | e. | Figurehead role |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 34. According to Mintzberg, which of these is an interpersonal role?   |  |  |  | | --- | --- | --- | |  | a. | Monitor | |  | b. | Negotiator | |  | c. | Liaison | |  | d. | Disturbance handler | |  | e. | Spokesperson |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 35. 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 | |

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| 36. One of the roles that a small business manager may emphasize over a counterpart in a large organization is:   |  |  |  | | --- | --- | --- | |  | a. | information processing. | |  | b. | spokesperson. | |  | c. | liaison. | |  | d. | resource allocator. | |  | e. | leader. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 37. Since not-for-profit organizations do not have a conventional \_\_\_\_\_, managers may struggle with the question of what constitutes results and effectiveness.   |  |  |  | | --- | --- | --- | |  | a. | hierarchy | |  | b. | bottom line | |  | c. | information system | |  | d. | decision-making process | |  | e. | structure |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 38. 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 | |

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| 39. 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 management approach?   |  |  |  | | --- | --- | --- | |  | a. | Administrative principles approach | |  | b. | Bureaucratic approach | |  | c. | Behavioral sciences approach | |  | d. | Humanistic approach | |  | e. | Scientific management approach |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 40. 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 | |

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| 41. 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 perspective or approach does Roger apply most at his work?   |  |  |  | | --- | --- | --- | |  | a. | Quantitative perspective | |  | b. | Qualitative perspective | |  | c. | Humanistic approach | |  | d. | Behavioral science approach | |  | e. | Scientific management approach |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 42. From the 1950s until today, which management perspective has remained the most prevalent?   |  |  |  | | --- | --- | --- | |  | a. | Systems | |  | b. | Qualitative | |  | c. | Scientific management | |  | d. | Quantitative | |  | e. | Humanistic |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 43. 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 | |

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| 44. 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 | |

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| 45. Which of the following is not a criticism of scientific management?     |  |  |  | | --- | --- | --- | |  | a. | It does not appreciatethe 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 | |

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| 46. According to Weber's ideas on bureaucracy, organizations should be based on which of these?     |  |  |  | | --- | --- | --- | |  | a. | Personal loyalty | |  | b. | Personal references | |  | c. | Rational authority | |  | d. | Family ties | |  | e. | Charismatic authority |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 47. Genex Dynamics is a ballistics company that uses the unity of command, scalar chain, and division of work principles. These are part of which management philosophy?     |  |  |  | | --- | --- | --- | |  | a. | Administrative principles approach | |  | b. | Bureaucratic approach | |  | c. | Scientific management approach | |  | d. | Humanistic approach | |  | e. | Behavioral sciences approach |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 48. A key finding in the Hawthorne studies was which of these?     |  |  |  | | --- | --- | --- | |  | 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 | |

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| 49. A social group within an organization is part of the:     |  |  |  | | --- | --- | --- | |  | a. | formal organizational structure. | |  | b. | informal organization. | |  | c. | scalar chain. | |  | d. | reorganization process. | |  | e. | top management level. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 50. Used widely by Indian companies, \_\_\_\_\_\_\_ refers to an innovation mind-set that strives to meet customers' needs quickly and inexpensively.     |  |  |  | | --- | --- | --- | |  | a. | benchmarking | |  | b. | organizational development | |  | c. | *kaizen* | |  | d. | *jugaad* | |  | e. | bureaucracy |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 51. Of the management trends that have been popular over the past decade, managers are most aware of:     |  |  |  | | --- | --- | --- | |  | a. | e-business. | |  | b. | virtual organization. | |  | c. | empowerment. | |  | d. | reengineering. | |  | e. | customer relationship management. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| Completion |

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| 52. \_\_\_\_\_ is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources.   |  |  | | --- | --- | | *ANSWER:* | Management | |

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| 53. In the \_\_\_\_\_ role, managers initiate improvement projects, identify new ideas, and delegate idea responsibility to others.   |  |  | | --- | --- | | *ANSWER:* | entrepreneur | |

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| 54. Weber's vision of organizations that would be managed on an impersonal, rational basis is called a(n) \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | bureaucracy | |

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| 55. 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 | |

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| 56. \_\_\_\_\_ refers to the field of management that specializes in the physical production of goods or services.   |  |  | | --- | --- | | *ANSWER:* | Operations management | |

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| 57. The process by which companies find out how others do something better than they do and then try to copy and/or improve it is known as \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | benchmarking | |

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| 58. \_\_\_\_\_\_ refers to 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 | |

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| 59. By using resources in an efficient and effective manner, managers may reach their ultimate responsibility of achieving high \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | performance | |

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| Subjective Short Answer |

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| 60. List the three management skills necessary to perform effectively in organizations.   |  |  | | --- | --- | | *ANSWER:* | Conceptual, human, and technical skills. | |

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| 61. List the three assumptions associated with McGregor's Theory X.   |  |  | | --- | --- | | *ANSWER:* | (1) Individuals have an innate dislike of work and will try to avoid it; (2) Most people must be coerced to get them to put out a reasonable level of effort; and (3) The typical person prefers to be told what to do. | |

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| 62. 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 and sending memos and reports; and a spokesperson, transmitting information to outsiders through speeches and reports. | |

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| Essay |

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| 63. 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. | |

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| 64. How do small business managers emphasize different management roles in comparison to larger business managers?   |  |  | | --- | --- | | *ANSWER:* | Manager of small businesses often see their most important role as that of spokesperson. The entrepreneur role is also more important. Small-business managers tend to rate the leader and information processing roles lower than managers in larger organizations. | |

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| 65. 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. 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, i.e., 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. | |