

# PRINCIPLES OF MANAGEMENT

This test is an introduction to the principles and practices of human resource management, including the development of management thought, the functions of management, individual and group behavior at work, and the dynamics of organizational behavior. (3 s.h.) MAN-301-TE

This is a two-hour examination in which you must answer 100 multiple-choice questions (worth 1 point each). A passing score is **60** out of 100 points.

**Here are the major topics covered and their approximate importance on the test:**

- I. DEVELOPMENT OF MANAGEMENT THOUGHT (10%)
  - A. Scientific management
  - B. Human relations
  - C. Labor union history
  - D. Integrative movement
  - E. Participative management
  - F. Systems management
  
- II. FUNCTIONS OF MANAGEMENT:  
THE MANAGER'S JOB AND PROCESS OF MANAGEMENT (25%)
  - A. Planning (goals, objectives, policies)
  - B. Directing (delegating)
  - C. Organizing (structure, types, purpose)
  - D. Staffing (personnel administration)
  - E. Controlling (budget)
  - F. Decision-making
  - G. Coordinating and communicating
  - H. Evaluating
  
- III. INDIVIDUAL AND GROUP BEHAVIOR (40%)
  - A. Leadership
  - B. Workgroup structure (formal and informal organizations)
  - C. Motivation
  - D. Conflict and agreement
  - E. Communications and communication system
  - F. The individual and the organization
  - G. Training, human resource planning and management development
  
- IV. ORGANIZATION DYNAMICS (25%)
  - A. Authority and responsibility
  - B. Span of control
  - C. Unity of command
  - D. Chain of command
  - E. Organization design and structure
  - F. Line and staff
  - G. Delegation
  - H. Centralization and decentralization
  - I. Organizational change
  - J. Organizational types
  - K. Organizational goals

### Textbooks to help you prepare:

Griffin, Ricky W. *Management*. Current edition. Boston: Houghton Mifflin

Kreitner, Robert. *Management*. Current edition. Boston: Houghton Mifflin

Plunkett, W. Richard and Raymond Attner. *Plunkett and Attner Management: Meeting and Exceeding Customer Expectations*. Current edition. Cincinnati: South-Western

### SAMPLE QUESTIONS

1. Organization structure primarily refers to
  - a. how activities are coordinated and controlled
  - b. how resources are allocated
  - c. the location of departments and office space
  - d. the policy statements developed by the firm
2. The job design would be LEAST formal in a
  - a. matrix structure
  - b. professional bureaucracy
  - c. divisionalized structure
  - d. machine bureaucracy
3. The purpose of job enrichment is to
  - a. expand the number of tasks an individual can do
  - b. increase job efficiency
  - c. increase job effectiveness
  - d. increase job satisfaction of middle management
4. USX (formerly U.S. Steel) has become mostly an energy company. This is an example of a change in
  - a. executive
  - b. policy
  - c. strategy
  - d. mission
5. Strategic planning as a broad concept consists of
  - a. corporate strategy and business strategy
  - b. strategy formulation and strategy implementation
  - c. inputs and outputs
  - d. environmental analysis and internal analysis
6. Early theories about how individuals make decisions were based on the concept of a(n)
  - a. utilitarian philosophy
  - b. action man
  - c. economic man
  - d. attentive man

7. One of the most helpful mechanisms for refining a spoken or written communication is called the
  - a. grapevine
  - b. counseling service
  - c. five C's
  - d. complaint system
  
8. According to Herzberg, which of the following is a maintenance factor?
  - a. Salary
  - b. Work itself
  - c. Responsibility
  - d. Recognition
  
9. The concept of power refers to
  - a. defined authority and responsibility
  - b. a relative hierarchical position in an organization
  - c. the ability to influence the behavior of others
  - d. the specialized knowledge possessed by an individual
  
10. The school of thought typified by Joan Woodward says that
  - a. size is the most critical determinant of structure
  - b. technology is the most critical determinant of structure
  - c. structure follows strategy
  - d. strategy follows structure
  
11. A major problem with a task force type of management is
  - a. there is no logical basis for task force information
  - b. its status is too inflexible
  - c. accountability
  - d. lack of planning
  
12. Some policies are imposed by external forces, such as
  - a. governmental regulatory agencies
  - b. employee demands
  - c. management decisions
  - d. lack of funding
  
13. While guiding organization members in appropriate directions, a manager exhibits
  - a. consideration behavior
  - b. authoritarian behavior
  - c. Theory Y behavior
  - d. leadership behavior
  
14. Individuals such as Albert Einstein, Edwin Land and Steven Jobs lead through which type of power?
  - a. Legitimate
  - b. Reward
  - c. Expert
  - d. Charismatic

15. Communication begins with
- encoding
  - idea origination
  - decoding
  - channel selection
16. Functional managers are responsible
- for a single area of activity
  - to the upper level of management and staff
  - for complex organizational sub-units
  - for obtaining copyrights and patents for newly developed processes and equipment
17. Policies are sometimes defined as a(n)
- shortcut for thinking
  - action plan
  - substitute for strategy
  - substitute for management authority
18. One method of bringing a group to agreement is called
- proportional values
  - consensus
  - accordance
  - conformance
19. In general, if a policy is not thought out and established
- a situation requiring action will arise
  - social issues will cause change in the organization
  - managers will be hired from the outside
  - there will be significant staff turnover
20. The problem-solving process begins with
- clarification of the situation
  - establishment of alternatives
  - identification of the difficulty
  - isolation of the cause

### **ANSWERS TO SAMPLE QUESTIONS**

1. **a** 2. **b** 3. **c** 4. **d** 5. **b** 6. **c** 7. **c** 8. **a** 9. **c** 10. **b**  
11. **c** 12. **a** 13. **d** 14. **c** 15. **b** 16. **a** 17. **a** 18. **b** 19. **a** 20. **c**