

21. Each of the following is a reason why some managers fail to delegate **except**:
- a. managers feel more powerful if they retain decision making for themselves.
 - b. managers believe they can do the job better themselves.
 - ☒ c. managers want to develop their employees.
 - d. managers fear that employees will be so effective that their position within the company will be threatened.
22. The negative results of the _____ approach to ethical decision making is that decisions that are good for the majority can impact the minority in negative ways.
- a. moral-rights
 - b. individualism
 - ☒ c. utilitarian
 - d. justice
23. After 30 days at your university you review your information for that period of time and decide that your decision on a university was a mistake and will transfer to another school after completion of the semester. This is consistent with which step in the decision-making process?
- a. Develop alternatives
 - b. Select preferred alternative
 - c. Evaluate alternatives
 - ☒ d. Evaluate decision results
24. Mary's employees perform complex and different tasks. John's employees are located in the same building, and they perform routine tasks. Which of the following statements is correct?
- ☒ a. John's span of control/management can be larger than Mary's span of management/control
 - b. John's and Mary's span of management/control can be larger
 - c. Mary's and John's span of management/control can be smaller
 - d. Mary's span of management/control can be larger than John's span of management/control
25. According to the text, people died from taking Tylenol capsules, and initially the reasons for their deaths were not known, Tylenol managers immediately recalled their product off the shelves of retail stores and began an investigation. Tylenol managers' actions represent which level of social responsibility?
- a. Economic
 - ☒ b. Ethical
 - c. Legal
 - d. Discretionary

6. Based on lectures and examples presented in class, boredom, absenteeism, and employees not seeing the end product are disadvantages associated with _____.

- a. job rotation
- b. job enrichment
- c. job enlargement
- d. work specialization

7. The _____ structure improves horizontal coordination, cooperation, and communication with the use of permanent or temporary cross-functional teams.

- a. sales
- b. specialist
- ☒ c. team
- d. upward

8. The whole is greater than the sum of its parts is associated with _____.

- a. the Attribution Theory
- b. the Prospect theory
- c. satisficing
- ☒ d. synergy

9. A payroll clerk reports to the chief accountant, who in turn reports to the vice president, who in turn reports to the company's CEO. This description represents _____, and is visualized by a/an _____.

- a. span of control-----working script
- b. delegation-----game plan
- c. work specialization-----strategic plan
- ☒ d. chain of command-----organizational chart

10. Based on lectures and examples presented in class, the survivor show on television participates to exhibit the _____ stage of moral development.

- ☒ preconventional
- conventional
- unconventional
- postconventional

36. The idea that we add each new experience into our collection of experiences and overtime shift the way we view the world and make decisions is best characterized as _____.
- a. satisficing
 - b. bounded rationality
 - ☒ c. sensemaking
 - d. certainty
37. All of the following are advantages of a divisional structure **except**:
- ☒ a. does not require as many resources
 - b. attention can be directed toward specific products
 - c. flexible and responsive to change
 - d. attention can be directed toward specific customers
 - e. attention can be directed toward specific geographic locations
38. The _____ structure consists of two bosses and is a hybrid of departmentalization.
- a. functional by region
 - b. divisional by geography
 - ☒ c. matrix
 - d. divisional by customer group
39. You are involved in an automobile accident. Immediately you conclude that it resulted from flawed traffic flow in the intersection and not a result of your driving habits, Your actions represent _____.
- a. the prospect theory
 - ☒ b. the attribution theory
 - c. sensemaking
 - d. brainstorming
40. Jim's chemical company manufactures and sells cleaning chemicals to large organizations and small grocery stores. They have developed structures for both types of customers. The _____ represents which traditional form of departmentalization?
- a. Matrix
 - ☒ b. Overall
 - c. Vertical, functional
 - d. Divisional

... on lectures and examples presented in class, your objective of opening an additional location for your company is clear, you have sufficient information from your statistics personnel to determine the probability of success at the additional location is good. However, the success of your decision is not assured. This situation represents the _____ characteristic of a decision.

- a. Uncertainty
- b. Ambiguity
- c. Certainty
- ☒ d. Risk

32. Jill, an accounts payable supervisor, requested alternatives for a problem from her employees. She stated that generation of ideas was a priority and emphasized that criticism and evaluation were not allowed. Jill used which problem solving technique?

- a. Synergy
- b. Attribution Theory
- c. Prospect Theory
- ☒ d. Brainstorming

33. Your organization's Vice President of Marketing manages all marketing personnel for your organization and advises management personnel about marketing issues. As a result, your organization uses the _____ form of departmentalization, and the Vice President of Marketing normally uses _____ authority

- a. divisional-----line
- b. matrix-----functional
- ☒ c. vertical functional-----staff
- d. project-----line

34. The _____ structure includes a central business hub linked to a network of functional suppliers, such as design, production, marketing, and human resources.

- a. team
- ☒ b. network
- c. vertical functional
- d. divisional

35. All of the following are advantages of the vertical functional structure **except**:

- ☒ a. centralized organizational expertise.
- b. enhanced training and development opportunities.
- c. creates efficiency.
- d. timely response to changes.

16. Selling pornographic material would represent ethical behavior that is _____.

- a. legal and ethical
- ☒ b. legal but unethical
- c. illegal but ethical
- d. illegal and unethical

17. Based on lectures and examples presented in class, terms such as talking is mistaken for doing, assuming actions associated with a decision will occur, and forgetting that making a decision changes nothing are associated with which decision-making step?

- a. Evaluating decision results
- b. Developing alternatives
- c. Selecting the preferred alternative
- d. Recognizing the need for a decision
- ☒ e. Implementing the decision

18. Based on lectures and examples presented in class, an employee's participation in projects not included in performance appraisals and identification of the manager who will decide on an employee's advancement and promotion are disadvantages of the _____ traditional form of departmentalization.

- a. vertical, functional
- b. divisional
- ☒ c. matrix
- d. centralization

19. Based on lectures and examples presented in class, _____ would enhance hotel chain employees' response to quickly house personnel that are escaping hurricanes and evacuating current guests when they are in danger.

- ☒ a. decentralization
- b. lower accountability
- c. centralization
- d. narrow span of management

20. When making a decision about where to go to college, your research resulted in four potential schools to attend. You were accomplishing which step in the decision-making process?

- a. Selecting a preferred alternative
- b. Implementing alternative
- c. Evaluating decision results
- ☒ d. Developing alternatives

- a. limited lower level employee input.
- b. delegation of a small amount of organizational control.
- ☒ c. lower-level employees may not have an opportunity to develop their decision-making and leadership skills.
- d. additional costs and redundancy.

47. Delegation is _____.

- a. the right to do something or to tell someone else to do it in order to reach organizational goals
- ☒ b. the process by which managers distribute and entrust activities and related authority to other people in the organization
- c. the duty that is created when an employee accepts the manager's delegation of authority
- d. the obligation an employee has to perform, report, and justify task outcomes to the manager

48. Responsibility is _____.

- a. the right to do something or to tell someone else to do it in order to reach organizational goals
- b. the process by which managers distribute and entrust activities and related authority to other people in the organization
- c. the duty that is created when an employee accepts the manager's delegation of authority
- ☒ d. the obligation an employee has to perform, report, and justify task outcomes to the manager

49. Authority is _____.

- ☒ a. the right to do something or to tell someone else to do it in order to reach organizational goals
- b. the process by which managers distribute and entrust activities and related authority to other people in the organization
- c. the duty that is created when an employee accepts the manager's delegation of authority
- d. the obligation an employee has to perform, report, and justify task outcomes to the manager

50. Ethics are _____.

- a. what courses of action are legal
- b. what your managers say is OK
- ☒ c. moral standards and principles used to judge the rightness or the wrongness of a person or group's behavior toward others
- d. what your fellow employees say is OK

$$77.1 + 2 = 79.1$$

- _____ is the idea that how you frame a problem will influence the decision made.
- a. Attribution theory
 - b. Decision making experience
 - c. Satisficing
 - ☒ d. Prospect theory

42. _____ is a formal statement that serves as a guide to action in problems involving ethical questions.

- ☒ a. Code of ethics
- ☐ b. Mission statement
- c. Vision statement
- d. Group discussion

43. Based on lectures and examples presented in class, the owner of a manufacturing plant continued to pay employees as they assisted in cleanup and reconstruction of the facility after its destruction by a tornado. The owner's actions represent the _____ perspective on social responsibility.

- ☒ a. ethical
- b. discretionary
- c. legal
- d. economic

44. When you are ensuring that your company does not exceed the Environmental Protection Agency pollution standards, your actions represent the _____ perspective on social responsibility.

- a. ethical
- ☒ b. discretionary
- c. legal
- d. economic

45. People should be treated fairly regardless of gender or ethnicity, and rules and policies should be applied to all employees and consistently enforced represents the _____ approach to ethical decision-making.

- a. utilitarian
- b. individual
- ☒ c. moral rights
- d. justice

26. You are in the process of selecting a university to attend after completion of high school. When you analyze the pros and cons of four potential universities, you are accomplishing which step in the decision-making process?
- a. Develop alternatives
 - b. Implement alternative
 - ☒ c. Evaluate alternatives
 - d. Evaluate decision results
27. You are the manager of the Human Resources Department. When you assign one of your employees to a project in the department you are using _____ authority.
- a. staff
 - ☒ b. functional
 - c. line
 - d. discretionary
28. If I do X, then Y will result represents the _____ characteristic in a decision.
- a. uncertainty
 - b. ambiguity
 - ☒ c. certainty
 - d. risk
29. Which widely used assessment decision making model measures eight dimensions of personality types?
- a. Vroom-Yetton Model
 - b. Crawford Stip Technique
 - ☒ c. Myers Briggs Type Indicator
 - d. Nominal Group Technique
30. You are the manager of the Human Resources Department. You have used your _____ authority to review overall Equal Employment Opportunity procedures throughout the organization.
- ☒ a. line
 - b. functional
 - c. staff
 - d. discretionary

10. _____.

- a. develop alternatives
- b. select preferred alternative
- c. evaluate alternatives
- ☒ d. evaluate decision results
- e. recognize the need for a decision

12. Based on lectures and examples presented in class, a manager's most important criteria during delegation should be _____.

- a. how long the employee has been employed with the organization
- b. the task
- ☒ c. ensure that authority equals responsibility
- d. technical qualifications

13. Whistle blowers typically operate at the _____ level of moral development.

- a. preconventional
- b. conventional
- c. unconventional
- ☒ d. postconventional

14. When you are performing decision-making steps related to your education, you reduce the list of four universities to one university. Your actions represent which step in the decision-making process?

- a. Developing alternatives
- ☒ b. Selecting the preferred alternative
- c. Recognizing the need for decision
- d. Evaluating decision results

15. _____ is included in actions for delegation and obligates an employee to perform and report and justify task outcomes to those above him/her.

- a. Authority
- b. Responsibility
- ☒ c. Accountability
- d. Task

Write each response and provide the response on the answer sheet

1. Based on lectures and examples presented in class, Pepsi Company officials encountered a/an _____ when they received a letter from Coca Cola employees offering information about Coca Cola products..

- a. delegation issue
- b. brainstorming issue
- ☒ c. ethical dilemma
- d. synergy issue

2. Examples of nonprogrammed decisions would include the decision to _____.

- a. replenish inventory of supplies
- ☒ b. develop a new product or service
- c. perform routine maintenance on one of the machines in the manufacturing department
- d. process a student's request to drop or add a course

3. The organizing function of management includes _____.

- a. establishing objectives
- b. motivating employees
- c. comparing results to established standards
- ☒ d. designing formal structures to effectively and efficiently use resources

4. If an individual's actions are based on expectation of his/her behavior by family, friends, managers, and colleagues, he/she exhibits the _____ stage of moral development.

- a. conventional
- b. post-conventional
- ☒ c. preconventional
- d. preconcurent

5. Examples of programmed decisions would include the decision _____.

- a. to modify your organizational structure.
- b. on the development of new products
- ☒ c. to reorder supplies
- d. on the location of a new manufacturing building