

VPM's
Programme: PGP (2017-18)
Batch: Seventh
First Semester Examination January 2018

Subject Name	Principles of Management		
Roll No.		Marks	60 Marks
Total No. of Questions	60	Duration	2 Hours
Total No. of pages	5	Date	6.01.2018

Q1. _____ is(are) a process(es) that helps managers set objectives for the future and map out the activities and means that will make it possible to achieve these objectives:

- A. Actions
- B. Planning
- C. Resource allocation
- D. Implementation guidelines

Q2. The purpose of the elements of planning is to

- A. Getting everyone involved
- B. Decrease resistance to change
- C. Provide blueprint for management action
- D. Ensure quality products and employees

Q3. _____ is equivalent to generating fewer than 3.4 defects per million manufacturing or service operations

- A. Six Sigma
- B. Resource Allocation
- C. Escalation of Commitment
- D. Product Perfection

Q4. Which of the following is not a pit fall of planning

- A. Planning can become a self-contained activity
- B. Future conditions can be forecasted incorrectly
- C. Reporting relationships lose their hierarchical chain
- D. Objectives and processes no longer optimal for the firm may be used

Q5. A good example of strategic plan would be

- A. A production plan
- B. A financial plan
- C. A manpower forecast
- D. A diversification plan

Q6. If everyone in the firm knows how to file a sexual harassment complaint and how that complaint will be handled, then this firm has a clear _____ to take care of complaints

- A. Procedure or rule
- B. Policy

- C. Benchmarking scenario
- D. Operational plan

Q7. SWOT stands for:

- A. Systems, weaknesses, origins, and threats.
- B. Strengths, weaknesses, opportunities, and threats.
- C. Strengths, weaknesses, origins, and threats.
- D. Strengths, weaknesses, opportunities, and treaties

Q8. Which of the following is not a planning technique?

- A. Means-end planning
- B. Forecasting
- C. Contingency planning
- D. Scenario planning

Q9. What planning tool or technique would use mathematical models and statistical data to predict the future

- A. quantitative forecasting
- B. scenario planning
- C. contingency planning
- D. best practices planning

Q10. Changes that do not alter the basic nature of competition in the task environment are called:

- A. substantive
- B. continuous
- C. incremental
- D. equilibrium

Q11. After a project has been completed by a consulting firm, staffers are sent to ask project team members questions like "what actually happened?". This would be an example of what management process?

- A. Contingency planning
- B. Scenario planning
- C. Leading
- D. Controlling

Q12. At Wal-Mart the firm's use of IT is continuously improved. At Dell Computer wholesaler supplier mark-ups are eliminated. These are examples of

- A. Competitive advantage
- B. Strategic intent

- C. Organizational culture
- D. B2B business strategy

Q13. Which of the following is part of strategy implementation

- A. analysing current strategies
- B. selecting new objectives
- C. revising business strategy
- D. evaluating the strategic management process

Q14. The process whereby national economies and business systems are becoming deeply interlinked with each other is called:

- A. globalization
- B. glocalisation
- C. internationalization
- D. global linking

Q15. In a SWOT analysis, what would be considered a part of the firm's macroenvironment?

- A. Manufacturing efficiency
- B. Emerging technologies
- C. Skilled workforce
- D. Past planning failures

Q16. Divestiture involves:

- A. growth through related diversification
- B. growth through unrelated diversification.
- C. selling of part of the business
- D. vertical integration

Q17. The strategy concerned with deciding which industries a firm should compete in and how the firm should enter or exit industries is a(n):

- A. strategic plan
- B. business-level plan
- C. corporate-level plan
- D. operating strategy

Q18. The plan that human resource personnel might develop for hiring a sales force to sell a new product the division has developed is called a(n):

- A. operating plan
- B. unit plan
- C. operating strategy
- D. business-level plan

Q19. Ford Motor Company draws upon design, manufacturing and distribution expertise all over the world to build car platforms that can be modified to fit regional preferences. This strategy is referred to as

- A. strategic alliance
- B. transnational
- C. focused differentiation
- D. strategic leadership

Q20. CarsDirect.com bring buyers and sellers together to make transactions through the Internet. This is what kind of web-based business model?

- A. Brokerage
- B. Advertising
- C. Community
- D. Merchant

Q21. Which of the following is not an organizing activity?

- A. motivating workers
- B. setting up worker tasks
- C. outlining worker hierarchy
- D. dividing up the work

Q22. What was the name of the first person to describe bureaucratic controls?

- A. Peter Drucker
- B. Adam Smith
- C. Max Weber
- D. Jack Welch

Q23. Starbucks CEO calls 5 to 10 stores each morning to talk to the managers and other employees there to get a sense of how their stores are performing. This behavior best helps develop:

- A. a relationship with external stakeholders
- B. a balanced scorecard
- C. a lean company
- D. a back channel

Q24. A Siemens factory provides employees with an attractive cafeteria where the employees can select high quality of food for a low price. Siemens is trying to exploit what organizational principle

- A. depart
- B. entalization
- C. matrix structure
- D. chain of command
- E. informal structures

Q25. In the case of a business enterprise, the major goals at the top of the organizational hierarchy are normally expressed in terms of:

- A. revenue
- B. profitability
- C. expenses saved
- D. asset turnover

Q26. The following four different approaches to management thinking were developed in the first half of the 20th century:

- A. Scientific management, general administrative, quantitative, and contingency approach.

- B. Scientific management, general administrative, quantitative, and organizational behavior.
- C. General administrative, globalization, organizational behavior, and quantitative.
- D. Systems approach, scientific management, general administrative, and organizational behaviour.

Q27. When we classify managers according to their level in the organization they are described as _____.

- A. Functional, staff and line managers
- B. Top managers, middle managers and supervisors
- C. High level and lower level managers
- D. General managers and administrative managers

Q28. Frederick Taylor and Frank and Lillian Gilbreth were advocates of an approach to management involving the use of scientific method, known as:

- A. The quantitative approach
- B. Management science
- C. Scientific management
- D. Contingency approach

Q29. Authority, discipline, unity of command, and unity of direction are:

- A. Taylor's four principles of management.
- B. Principles of the human relations movement.
- C. Elements of Weber's ideal bureaucratic structure.
- D. Four of Fayol's fourteen principles of management.

Q30. The major advantages of a functional structure include which of the following

- A. clearer career paths within functions
- B. clear points of responsibility for product delivery
- C. more flexibility in responding to environment changes
- D. better performance accountability through project managers

Q31. Divisional structures offer which advantage?

- A. high quality technical problem solving
- B. clear points of responsibility for service or product delivery
- C. economies of scale with efficient use of resources
- D. task assignment consistent with expertise and training

Q32. If a catalog sales manager oversees product purchasing through the completion of the order to the customer, what type of organizational structure is involved?

- A. matrix
- B. process
- C. product
- D. functional

Q33. A(n) _____ exists when employees focus on the changing needs of customers and other stakeholders and support initiatives to keep pace with these changes.

- A. adaptive culture
- B. responsive culture
- C. aligning culture
- D. complying culture

Q34. Budgeting is a management skill associated with which management function(s):

- A. planning and leading
- B. planning and controlling
- C. leading and controlling
- D. planning and organizing

Q35. The potential advantages of a matrix organizational structure would include

- A. clear career paths
- B. more flexibility in responding to environmental changes
- C. high quality technical problem solving
- D. Improved decision making as problem solving takes place at the team level.

Q36. Both team and _____ structures represent new directions in organizational structures designed to meet the challenges of global hyper competition

- A. unity of command
- B. functional
- C. network
- D. hierarchical

Q37. _____ behavior tends to arise when managers decide to put the attainment of their own personal goals, or the goals of the organization, above the fundamental rights of one or more stakeholder groups.

- A. Unethical obligations
- B. Confusing
- C. Complimentary
- D. Situational

Q38. What is true about a virtual organization?

- A. all business functions are contracted to outside suppliers

- B. it uses internet and IT to engage in a shifting network of strategic alliances
- C. people and jobs that serve the same customers are grouped together
- D. it groups together people and jobs performed in the same location

Q39. Which of the following would NOT be among trends and practices in organizational structure?

- A. less unity of command
- B. more unity of command
- C. shorter chains of command
- D. narrower spans of control

Q40. Strong corporate governance procedures are needed to ensure that:

- A. stock prices remain high.
- B. managers carry out business unit plans.
- C. managers adhere to ethical norms.
- D. all of the above occur.

Q41. The process of motivating, influencing, and directing others in the organization to work productively in pursuit of organization goals is known as:

- A. leadership
- B. management
- C. charisma
- D. strategic thinking

Q42. The classical school of management suggests that the chain of command should operate according to the

-
- A. upside down pyramid
 - B. team structure
 - C. virtual principle
 - D. scalar principle

Q43. The ability of a leader to get high performance from his or her subordinates is known as:

- A. efficient leadership.
- B. high-performance leadership.
- C. effective leadership.
- D. community leadership.

Q44. Which of the following is something that a leader with people-oriented behavior would most likely do?

- A. establish stretch goals
- B. challenge employees
- C. ensure employees follow company rules
- D. listen to employee suggestions

Q45. The head of the payroll department comes in early and leaves late. Her desk is very orderly and yet she gets a lot of good work done. Because she is such a good example for others, some of them

come to her for extra work to do. She displays _____ power

- A. legitimate
- B. expert
- C. coercive
- D. referent

Q46. In today's high performance work settings with their emphasis on horizontal structures, cross functional teams, and projects, leading requires

- A. legitimate power
- B. networking
- C. visionary leadership
- D. task orientation

Q47. Identify the leadership style that would empower workers the most

- A. coercive
- B. autocratic
- C. high task, high people orientation
- D. creative

Q48. The most media-rich channel for exchanging information is:

- A. email communication
- B. face to face communication
- C. telephone communication
- D. written memos

Q49. Which of the following characteristics was NOT identified as a personal trait of a successful leader

- A. tall male
- B. high cognitive ability
- C. flexibility
- D. predictability and dependability

Q50. Our perceptions are shaped by

- A. our psychology
- B. our experiences
- C. our mental models of how the world works
- D. all of the above

Q51. According to Blake and Mouton Leadership Grid, the "country club" manager would be one who has a _____ concern

- A. low task and low people
- B. high task and low people
- C. low task, high people
- D. high task, high people

Q52. The three classic type of leadership styles are autocratic, democratic and

- A. team
- B. impoverished
- C. laissez-faire
- D. charismatic

Q53. Part of the management philosophy at Google is that employees should spend 10 percent of their work time on "far-out

ideas" that might one day become a business opportunity for Google. To present their ideas to Google's founders, employees must first develop a polished proposal, backed up by hard data, to Marissa Mayer, Google's director of consumer Web products. If she decides they can present to the founders, then the employees are given 20 minutes to present their idea. This type of communication channel is most likely:

- A. downward communication
- B. horizontal communication
- C. upward communication
- D. informal communication

Q54.According to Hersey-Blanchard situational leadership model, high relationship and high task behavior capabilities by employees means a successful leader will have a _____ style of leadership

- A. Selling
- B. Delegating
- C. country club
- D. charismatic

Q55In many cases change is _____ instead of _____ because leaders are unable to recognize quickly enough that change is necessary.

- A. Reactive, proactive
- B. Bad, good
- C. Proactive, reactive
- D. Unneeded, needed

Q56.Three contingency variables are used in the Fiedler model. They are

- A. high control situations, moderate control situations, low control situations

- B. leader-member relations, task structure and position power
- C. autocratic, bureaucratic, and democratic styles
- D. selling, telling and delegating behaviors

Q57.Innovations that incorporate new technology and disrupt competition, shifting the dominant paradigm are known as _____ innovations

- A. dominant
- B. quantum
- C. super
- D. incremental

Q58.The qualities of a transformational leader include all but

- A. empowerment
- B. charisma
- C. integrity
- D. emotional intelligence

Q59.Peter Drucker's three essentials of "old fashioned" leadership are mission, responsibility and

- A. charisma
- B. authenticity
- C. transformation
- D. trust

Q60.If you have been assigned to a project to extend a subway line under a river and you are told you will report to your project manager and an engineering manager, what organizational structure are you in?

- A. matrix
- B. functional
- C. geographic
- D. product perfection