

On lectures and examples presented in class, your removal of worthless steps and wasted steps in your organization's production process represents which one of the following practices associated with Total Quality Management?

- a. Quality circles
- b. Just-in-time inventory control
- c. Benchmarking
- ☒ d. Reduced cycle time

36. Your organization's inoperative machinery and delays in material delivery are associated with which type of waste in a lean organization?

- ☒ a. Waiting
- b. Movement
- c. Defects result in rework or scrap
- d. Overproducing

37. Toyota has only 2.8 hours of inventory on-hand; most of its suppliers are located within 200 miles; and parts are delivered 16 times each day. Toyota is using which of the following practices associated with Total Quality Management?

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38. When you develop checklists to ensure nothing is forgotten, you are implementing which one of the following 5S practices?

- a. Sort
- ☒ b. Straighten
- c. Standardized
- d. Sustain
- e. Shine

39. Based on lectures and examples presented in class, which of the following criteria is the most important when you accomplish the "establishing performance standards" step in the control process?

- a. Frequency of measurements
- b. Form of measurement used
- c. Who will be involved in measurements
- ☒ d. Ensuring objectives are used to establish standards, and standards can be measured and tracked

23. The most appropriate team size is _____

- a. a minimum of five people
- ☒ b. as small as it can be, yet still analyze and solve the problem
- c. a minimum of two and a maximum of four members
- d. a maximum of seven members

24. Which of the following is a profitability ratio?

- a. Return on assets
- b. Debt to equity
- c. Quick
- ☒ d. Current

25. The _____ assumes that a leader's style is relatively stable.

- a. Situational
- ☒ b. Contingency
- c. Transformational
- d. Transactional

26. _____ are effective listeners and facilitators of conflicts among team members and fill the social and emotional needs of the team.

- a. Contributors
- ☒ b. Collaborators
- c. Challenges
- d. Communicators

27. _____ leaders possess both a fierce resolve to act in the best interest of the organization as well as a sense of humility.

- a. Situational
- b. Contingency
- c. Transformational
- d. Transactional
- ☒ e. Level 5

28. Teams existing in sports and social organizations represent which of the following advantages of teams?

- a. They provide opportunities for need satisfaction.
- ☒ b. They are practical; most people are familiar with the concept of a team, so the idea of forming teams in an organizational setting is not strange.
- c. They promote synergy.
- d. They may function more effectively than individuals.

5. The components of effort, performance, and reward are associated with the _____ Theory.

- a. Equity
- ☒ b. Transformational
- c. Expectancy
- d. Drive

6. All of the following statements are consistent with Theory X **except**:

- a. humans have an inherent dislike for work
- b. most workers have to be coerced, controlled, or threatened to get them to work
- ☒ c. work is as natural as play
- d. the average employee wants to be directed

7. A _____ is two or more people who regularly work and communicate as they pursue one or more common goals. A _____ has small but distinct differences; it is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.

- a. team----group
- ☒ b. group----team
- c. social loafing----group
- d. team----free riders

8. The _____ is the most widely used control device in business and government.

- ☒ a. quality circles
- b. ratio analysis
- c. audit
- d. budget

9. There is not much that you can do, as things are already predetermined by luck or chance represents _____.

- ☒ a. external locus of control
- b. Expectancy Theory
- c. Equity Theory
- d. internal locus of control

10. As a _____ leader, you act as a steward of your organizational areas, and your key goal is to leave organizational areas better than when you arrived.

- a. transformational
- ☒ b. servant
- c. transactional
- d. Theory Y

40. The need for _____ is similar to Maslow's social need.

- ☒ a. affiliation
- b. power
- c. achievement
- d. safety

41. Strong feelings and conflicts are experienced by team members in the _____ stage of team development

- a. performing
- b. norming
- c. adjourning
- d. storming
- ☒ e. forming

42. Which one of the following is **not** one of the three primary purposes of managerial motivation?

- a. Encourage potential employees to join your organization
- b. Stimulate present employees to produce or perform more efficiently and effectively
- ☒ c. Encourage present employees to remain with your organization
- d. Stimulate employees to maintain current efficiency and effectiveness

43. When employees are resistant to organizational change and challenges to their ideas, they are exhibiting the Drive to _____.

- a. Acquire
- ☒ b. Bond
- c. Comprehend
- d. Defend

Based on lectures and examples presented in class, perception is a key factor in the _____ theory.

- a. Drive
- b. Motivation-Maintenance
- c. Equity
- d. Reinforcement

Understanding the why of human behavior" is associated with _____.

planning
organizing

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17. A distinction between leadership and management is _____.

- ☒ a. leaders focus on organizations, and managers focus on people
- b. managers focus on personal power and leaders focus on position power
- c. leaders promote vision more than managers
- d. managers use influence more than leaders toward achieving personal and organizational goals

18. Limitations of groups and teams include _____, which is the idea that each person may be expected to accomplish only a part of a task or project. As a result, no one may feel totally responsible for the task or project.

- ☒ a. social loafing
- b. diffuse responsibility
- c. difficulty in truly forming
- d. synergy does not always occur

19. When you need to review your organization's specific expenditures related to production facilities, equipment, and offices, you would use the _____ budget.

- a. sales
- b. personnel
- c. cash
- ☒ d. capital

20. "I will do this if you will do that" is related to _____ Leadership.

- a. Transactional
- b. Transformational
- ☒ c. Level 5
- d. Servant

21. _____ teams use computers and other technical equipment to perform tasks at separate locations and meet periodically for face-to-face meetings.

- ☒ a. Informal
- b. Self-managing
- c. Heroic
- ☒ d. Virtual

22. Based on lectures and examples presented in class, a manager existing and occupying space in organization represents the _____ oriented manager on the Leadership Grid.

- ☒ a. 9, 1
- ☒ b. 1, 9
- ☒ c. 1, 1
- d. 9, 9
- e. 5, 5

29. A _____ is small group of workers and a supervisor or team leader who are usually assigned to the same unit or division and meet regularly to identify problem areas, investigate causes, and recommend solutions to management or solve the problems themselves.

- a. benchmarking unit
- ☒ b. reduced cycle time unit
- c. Six Sigma unit
- d. quality circle

30. A smoke detector is an example of a _____.

- ☒ a. partial control system
- b. total control system
- c. quality control system
- d. production control system

31. A/An _____ audit provides an independent appraisal of your organization's financial records.

- ☒ a. internal
- b. management
- c. process
- d. external

32. Smith Company's fixed costs are \$1,000, their price per unit is \$50, and their variable costs per unit is \$10. The company's break-even point on the product is _____.

- ☒ a. 250
- b. 25
- c. 1250
- d. 50

33. Based on lectures and examples presented in class, _____ is often referred to as "Best Practices."

- a. six sigma
- ☒ b. quality circles
- ☒ c. benchmarking
- d. reduced cycle time

34. "Emotions convey information" is related to which dimension of emotional intelligence?

- ☒ a. Perceiving emotions
- b. Using emotions to facilitate thought
- c. Understanding emotions
- d. Managing emotions

11. _____ are general rules of behavior developed by team members to provide some guidance for team activities.

- a. Member roles
- ☒ b. Norms
- c. Perceptions
- d. Practices

12. _____ tend to operate by member consensus rather than management direction.

- a. Committees
- b. Heroic Teams
- c. Self-Managing Work Teams
- ☒ d. Virtual Teams

13. When you experience pride in your managerial abilities, your positive feelings represent _____.

- a. extrinsic rewards
- ☒ b. extrinsic motivators
- c. external locus of control
- d. intrinsic rewards

14. According to research results shown in your text about gender and leadership, which of the following statements is not correct?

- ☒ a. Women are rated higher than men in assertiveness.
- b. Women are rated higher than men in motivating.
- ☒ c. Women are rated higher than men in communicating.
- ☒ d. Women are rated higher than men in listening

15. Committees formed by you as a manager and shown on your organizational chart represent _____ groups.

- a. informal
- b. friendship
- ☒ c. interest
- d. formal

16. Based on lectures and examples presented in class, when you visit a local restaurant and survey form located on your table after finishing your meal, your action represents which control?

- a. Feedforward
- ☒ b. Feedback
- c. Concurrent
- ☒ d. Ongoing

MGT 300-101
Management Theory and Practice
Exam 3
Spring Semester 2015

Please circle your response to each question and provide your responses on your answer sheet.

Student Name: _____ **JAG :** _____

1. Based on lectures and examples presented in class, employees that continually seek credit for their contribution to your organization are seeking satisfaction of which level of Maslow's hierarchy of needs?

- a. Physiological
- ☒ b. Esteem
- c. Equity
- d. Safety

2. According to your text, you can classify leaders by _____.

- a. the approach used
- b. orientation toward getting the job done
- c. problems experienced
- d. their results
- ☒ e. Both a and b

3. Based on lectures and examples presented class, decreasing wind speed and clearing skies after a hurricane could be used as an example of which stage of team development?

- ☒ a. Norming
- b. Forming
- c. Performing
- d. Adjourning

4. Based on lectures and examples presented in class, devices in exercise equipment that provide time, distance, calories burned, and other information during exercises represent which type of control?

- a. Feedforward
- b. Feedback
- c. Management audit
- ☒ d. Concurrent

46. The Motivation-Maintenance Theory includes _____ as a motivating factor and _____ as a maintenance factor.

- ☒ a. creative and challenging work ----- company policies and administration
- b. working conditions ----- opportunity for achievement
- c. company policies and administration ----- creative and challenging work
- d. employee benefits ----- possibilities for personal growth on the job

47. Based on lectures and examples presented in class, primary leadership characteristics include _____.

- a. self-confidence
- b. tenacity
- c. decisiveness
- d. honesty and integrity
- ☒ e. all of the above

48. A _____ leader's approach is easier for followers to accept when it appears that the "boat is sinking," than when it appears that everything is calm.

- a. Theory X
- b. Theory Y
- c. Transactional
- ☒ d. Transformational

49. Employees form a group to promote an increase in the benefits. Their group would be classified as a/an _____.

- a. self-managing working team
- b. formal group
- ☒ c. informal group
- d. performance group

50. _____ relates to team member task roles and _____ relates to member maintenance roles.

- ☒ a. Getting members to explore differences ----- Defining need for action
- b. Helping to keep communication channels open ----- Requesting facts
- c. Interpreting ideas or suggestions ----- Attempting to reconcile disagreements
- d. Facilitating participation of other team members ----- Making a critical analysis of

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