



Formation 1 / Certificate in Business and Accounting.

Management in Organisations: MCQ Self - Assessment Questions 2

1. The management approach of breaking down work into small tasks, training and supervising staff closely and rewarding them well is known as:
 - a) Optimism
 - b) Pragmatism
 - c) Taylorism
 - d) Modernism.

2. The approach to management that advocated universal principles of management for senior managers is called:
 - a) Exceptionalism
 - b) Administrative management
 - c) The contingency approach
 - d) Humanism.

3. Viewing organisations as entities that transform inputs from the external environment and transform them into outputs to the external environment is the essence of:
 - a) Political Entity theory
 - b) The shamrock structure
 - c) Adhocracy Theory
 - d) Systems Theory.

4. In analysing the global business environment, demographics is mainly concerned with identifying:
 - a) The characteristics of people constituting the social units of society
 - b) Religious orientation
 - c) Major economic differences
 - d) Personal preferences.

5. Which one of the following is one of Hofstede's five dimensions of culture?
 - a) Maturity
 - b) Mortality rates
 - c) Masculinity
 - d) Modernity.

6. In economics, Gross Domestic Product (also called Aggregate Demand) is calculated as:
 - a) Consumption - Investment + Government Spending + Exports + Imports
 - b) Consumption + Investment + Government Spending + Exports – Imports
 - c) Consumption + Investment - Government Spending + Exports – Imports
 - d) Consumption + Investment + Government Spending - Exports + Imports.

7. In economics, the Multiplier shows:
- The impact of supply and demand for services
 - How consumer confidence can fluctuate
 - The exact relationship between an initial injection into the circular flow of income and the eventual increase in income resulting from the injection
 - None of the above.
8. The 'Absolutist' approach to ethical behaviour considers that:
- It is the absolute consequences that an action produces that counts
 - Total agreement is necessary before a decision can be considered ethical
 - There is no such thing as 'good' or 'bad' decisions
 - Characteristics of 'good' and 'bad' always hold their value, regardless of the circumstances.
9. Modern organisations need to become more flexible and adaptive in order to:
- Cope with the demands of new shareholders
 - Respond to changes in the external environment
 - Attract reliable staff
 - Preserve their culture.
10. The structural configuration of an organisation can be seen from its:
- Organisation chart
 - Decision-making processes
 - Focus on customer service
 - Gant chart.
11. Which one of these is incorrect? The practice of departmentalisation is the division of an organisation according to:
- The functions performed by each unit
 - The markets served by each unit
 - The geographical location of each unit
 - The number of staff employed in each unit.
12. According to Minzberg, a Simple Structure is one which:
- Is suited to owner-run organisations that need to adapt quickly to changes in the environment
 - Is very big, but operates in a simple environment
 - Produces just one type of product/service
 - Can best meet the expectations of multiple stakeholders.
13. A Mission Statement is:
- The statement of where the organisation 'will be' in the future
 - Effectively a history of the organisation
 - An expression of purpose that distinguishes one organisation from another
 - Decided by all stakeholders in an organisation.
14. Management by Objectives is a process that:
- Always consults shareholders before major decisions are taken
 - Always takes objective decisions
 - Ensures that only the objectives of the Chief Executive are pursued
 - Enables each subordinate to set goals within the framework set by his/her superior.

15. A SWOT analysis is a process that:
- a) Identifies the opportunities and threats presented by the external environment and the organisations strengths and weaknesses relative to these
 - b) Identifies the strengths and weaknesses of competitors
 - c) Creates opportunities for greater staff participation
 - d) Replaces budgetary control in organisations.
16. Blake & Mouton's research identified the following dimensions of leadership:
- a) Concern for people and concern for production
 - b) Concern for the environment and concern for production
 - c) Concern for people and concern corporate social responsibility
 - d) Concern for market growth and concern for public opinion.
17. Intrinsic rewards differ from extrinsic rewards in as much as they:
- a) Derive from the nature of the work itself
 - b) Come from inside the company
 - c) Relate mainly to introverted people
 - d) Are extremely costly.
18. Adam's Equity Theory of Motivation is based on a comparison between two variables:
- a) Inputs and outcomes
 - b) Perception and reality
 - c) Management and workers perspectives
 - d) None of the above.
19. An 'ad hoc' committee is one that:
- a) Is required by Company Law
 - b) Does not ever need a chairperson.
 - c) Is formed just for a specific task or issue.
 - d) The highest level of authority in a university.
20. A key element in Public Relations is:
- a) Making sure that the composition of the board reflects to local population
 - b) Driving costs down
 - c) Having worker directors on the board
 - d) Building and managing external relationships important to an organisation.
21. Upward communication in an organisation:
- a) Provides management with feedback from employees
 - b) Providing only positive messages to employees
 - c) Explains the corporate objectives to front line staff
 - d) Specifies growth targets for each department.
22. Rules of Procedure for committee meetings are designed primarily to:
- a) Exclude people who might express new ideas
 - b) Make sure the chairperson is never challenged
 - c) Comply with the law
 - d) None of the above.

23. A communication channel is:
- a) A set of rules governing communication with customers
 - b) Something that always goes unnoticed by the recipient of a message
 - c) The path a message follows from one person to another
 - d) Always determined by recipient of a message.
24. In interpersonal communication, Proxemics refers to:
- a) Respect of personal space
 - b) Always being approximate, never precise
 - c) Speaking on behalf of somebody else
 - d) Using quotations to illustrate a point.
25. Attribution Theory explains:
- a) How people 'get even' for bad things that are done to them
 - b) How we should reference all source material when writing academic papers
 - c) The process by which people interpret perceived causes of behaviour
 - d) The moral reasoning behind disagreeing with others.
26. In interpersonal communications, Perceptual Defence means:
- a) Screening out stimuli we see as disturbing or threatening to us
 - b) Always challenging other people's perception
 - c) Lacking confidence in our own judgment
 - d) Using logic to defend our position.
27. In organisations, two-way communication means:
- a) Messages that can be interpreted more than one way
 - b) Sending the same message sent to different audiences in different ways
 - c) Upward and downward communication
 - d) Using email and and social media to convey the same message to the same people.
28. Active listening means:
- a) Listening while on the move (e.g. by mobile phone) and / or doing other things at the same time
 - b) Not asking questions so you hear what is being said
 - c) Distinguishing between the subtleties of sound made by a person speaking to you
 - d) Demonstrating that you are trying to understand verbal communication from another person.
29. HR Planning adds value to a business mostly by:
- a) Reducing staff numbers
 - b) Identifying the levels and quality of staff needed in the future
 - c) Setting personal development plans for existing staff
 - d) Reducing the span of control.
30. A person specification sets out:
- a) A list of expectations a new recruit has about a job
 - b) The formal contract of employment
 - c) The skills, knowledge and experience a person would need in order match a job specification
 - d) The key responsibilities associated with a job and the skills required to perform it.

31. The 'halo' effect in interviewing means:
- a) The belief that the interviewer cannot be wrong
 - b) Giving inordinate weight to a few favourable characteristics of a candidate
 - c) Basing selection of candidates on one or two negative characteristics
 - d) Being over-generous in evaluating all candidates.
32. Profit/gainsharing gives staff a reward based mainly on:
- a) Individual performance
 - b) Overall company performance
 - c) Growth in market share
 - d) Efficiencies leading to cost savings.
33. A Performance Management System differs from Management by Objectives (MBO) because it:
- a) Is always carried out by the HR Department
 - b) Is based on objectives
 - c) It has no quantifiable targets
 - d) Reviews not just what targets were achieved, but also how they were achieved.
34. The 'paired comparison' method of performance appraisal:
- a) Is used only for workers who are job sharing
 - b) Ranks workers on their performance by comparing them with each other one-by-one
 - c) Reduces the number of factors used in evaluating performance to a bare minimum
 - d) None of the above.
35. The main service offered by the Workplace Relations Commission (WRC) is:
- a) Setting minimum wage rates
 - b) Enforcing agreements
 - c) Recognising and licensing trade unions
 - d) Conciliation.
36. The main purpose of the 'Refreeze' step in Lewin's change model is to:
- a) Restore old company values
 - b) Consolidate changed behaviours by reinforcing them through reward, training, coaching, etc.
 - c) Gather opinions about what changes are needed
 - d) Isolate staff opposed to change.
37. In relation to stress, 'Burnout' is:
- a) A general feeling of exhaustion caused by too much pressure with too few sources of satisfaction
 - b) Exercising hard enough to reduce the level of stress
 - c) Eliminating the main stressor
 - d) A sudden realisation that you are no longer able to innovate.
38. Actions to deal with disciplinary situations should:
- a) Be taken only after a prolonged period of reflection
 - b) Start with the threat of dismissal and then work back from there
 - c) Be conveyed verbally in order not to increase tension
 - d) None of the above.

39. In a brainstorming session, it is always best:
- To fully evaluate ideas as they are put forward
 - To enforce a strict time limit
 - To restrict ideas to one per participant
 - To withhold criticism of ideas when they are first put forward.
40. Socratic questioning is at the heart of:
- Carrying out job interviews
 - Critical thinking
 - Uncritical thinking
 - Staff attitude surveys.
41. Creative thinking requires most:
- A healthy diet
 - A healthy lifestyle
 - A healthy scepticism
 - None of the above.
42. A 'heuristic' is a mental shortcut that:
- Helps people to be punctual
 - Eliminates bias in decision –making
 - Helps people to calculate accounting ratios
 - Allows people to make judgments quickly and efficiently.
43. Sociological decision-making is heavily influenced by:
- Group norms
 - Economic reasoning
 - Legal requirements
 - Fear.
44. Rational decision-making usually:
- Is adopted only in relation to allocating scarce resources
 - Follows a prescribed step-by-step approach
 - Is greatly influenced by emotions
 - Applies only to financial calculations.
45. The Contingency Approach to organisational structure emphasises the importance of:
- Structuring pay rates to comply with the minimum pay rates required by law
 - Designing organisations conform to 'best practice'
 - Aligning structure to legal requirements
 - Aligning structure to environmental conditions.
46. In the context of strategic planning, sustainability considerations focus mostly on:
- Solving immediate disputes
 - The long-term survival of the business
 - Paying a minimum wage to sustain employees' current life style
 - Maximising shareholders' dividends.

47. Which of the following best describes a 'whistle blower' in an organisation? It is a person who:
- a) Breaks confidentiality to report serious deviant corporate behaviour
 - b) Takes on the role of managing time at executive board meetings
 - c) Has authority to stop the production line if they spot a quality defect
 - d) Is disloyal to both the organisation and society.
48. Decisions taken using the Delphi technique are arrived at by:
- a) The chief executive alone, without consultation
 - b) A series of brainstorming sessions
 - c) Serious philosophical debate about corporate ethics
 - d) None of the above.
49. Corporate governance refers to the process of:
- a) Corporate tax planning
 - b) Overall supervision of a company
 - c) Deciding on dividend policy
 - d) Appointing executive directors.
50. The primary objective of the Office of Director of Corporate Enforcement (ODCE) is to:
- a) Set minimum wage rates
 - b) Ensure that company legislation meets contemporary needs of the business community
 - c) Improve the compliance environment of corporate activity in Ireland
 - d) Ensure full tax compliance in Ireland by foreign multinational corporations with offices or operations in Ireland.