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MGMT 301 – Exam 1 – Answer Key

1. B; Long range view is the skill of a leader
2. D; Traditional. Conversely, some companies successfully implement an inverted pyramid structure that is more customer-driven.
3. E; Administers; A leader develops, takes a long range view, challenges the status quo, and innovates.
4. D; Tim Cook is Apple's current CEO
5. B; Structural is not a foundational role of a manager
6. D; The Board of Directors supervises the CEO.
7. C; Planning is one of the four aspects of the Management Process; Technological is also an acceptable answer to this question according to the professor's lecture
8. B; Emotional Intelligence does NOT include Ethical Decision Making
9. B; If you were managing this project, you would want to seek out stakeholders and identify and talk through potential problems early
10. D; Maslow's Hierarchy is an important concept to learn for this exam. You will see it throughout your Smeal coursework.
11. B; Developing a science for each job was part of Taylor's approach.
12. E; Max Weber identified Bureaucracy; a problem with bureaucracy is that it can be slow-moving.
13. D; One boss per person is a key insight from Fayol's Unity of Command. Fayol also talked about the Scalar Principle.
14. B; This is related to the Hawthorne Effect.
15. C; Douglas McGregor posited Theory X and Theory Y. Conversely, a manager would apply Theory X if he or she was dealing with workers who lacked responsibility and ambition.
16. A; Behavioral management theory focuses on people FIRST
17. A; The Lean Principle is something you will encounter in greater detail as you learn more about operations and supply chain management at Smeal.
18. E; "Subsystem" is the correct answer; in a previous version of the textbook Schermerhorn 2nd ed), answer "A," or "closed system," was given as the correct answer.
19. D; The Hawthorne studies concluded that supervisors should avoid close relations with subordinates

20. A; Taylor's goal under the Scientific Management Approach was to secure maximum prosperity for both employer and employee
21. B; Conceptual Skill means thinking analytically to solve a complex problem
22. A; Lifelong Learning is continuous learning from daily experiences
23. D; Here you would be using a technical Skill
24. B; Hawthorne's study found that productivity increased regardless of the incentive offered
25. A; You are using a decisional role
26. E; You want to remember that the **people language of business** is very important
27. C; Setting goals and objectives is the management function of planning; we will explore planning as a function in later chapters
28. C: The CEO is responsible for leading the company
29. D; Apple's model for iPhones is a hybrid model. It is a combination of B2B and B2C
30. D; A manager who does not consider the ethics of his or her behavior is an AMORAL manager
31. B; Mill's view held that ethical behavior delivers the greatest good to the most people
32. C; Values are broad beliefs about what is considered appropriate behavior
33. D; These are spotlight questions.
34. E; The social responsibility audit measures and reports on your organization's performance related to social responsibility
35. A; Personal
36. C; You need to talk to the male supervisor who is calling female employees "sweetie." Even if you know he doesn't mean anything negative, it can be construed as harassment and/or cause resentment among your employees.
37. D; You would want to inform your absent colleague of the situation and allow him or her to take action
38. B; You would be looking for a code of conduct
39. A; Kohlberg is talking about the preconventional level here
40. E; Only B and D are correct
41. C; The 3 roles of a manager are Decisional, Interpersonal, and Informational
42. B; Planning, Organizing, Leading, and Controlling are the 4 parts of the management process.



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MGMT 301 – Check Your Understanding – Answer Key

Managers and the Management Process

1. B; A leader does the right thing.
2. C; Management is a People language.
3. A; Effective managers are good at delegating.
4. C; as you progress to higher levels of management, you will need more conceptual skills and less technical skills. Regardless of your position, you will need equal human skills.
5. D; Shamrock organization

Management Learning

1. B; Taylor felt there was a “science” for each job; he also stated that you can train, motivate, and support workers based on science.
2. D; Theory Y; Theory X would be a manager’s choice if dealing with workers who were unmotivated and lacking in skills.
3. C: Lean Principles help you reduce waste.
4. Both B and C; you must fill your basic needs before you can focus on filling higher-order needs.
5. C; Weber cautioned that bureaucracies can be slow-moving and inflexible.

Ethics

1. A; Integrity; the 6 facets of the ethical decision-making framework are Awareness, Facts, Stakeholders, Standards, Values, and Actions.
2. B; Conventional level; at this level you focus on others and are responsive to family and friends.
3. B; An amoral manager does NOT consider the ethics of his/her behavior