

Overview

Making critical decisions that provide the right direction and a winning position in today's business world is essential to good management. Business executives must make high-quality, nearly instantaneous decisions all the time. The ability to make the right decisions concerning vision, growth, resources, strengths, and weaknesses leads to a successful business. It is management's responsibility to manage for today and tomorrow, to manage for optimum efficiency, and to manage to compete in the marketplace.

This is a team event composed of two or three members. This event consists of two parts: an objective test and a performance. The objective test is taken collaboratively by the team members, and the top ten (10) teams scoring the highest on the objective test will advance to the final round and participate in the performance component.

Competencies

The topics listed below are prioritized, listing the most important content areas of the tests.

Objective Test Competencies

- Business and its environment
- Forms of business ownership and the law
- Ethics and social responsibility
- Information and communication systems
- Planning and strategic management
- Financial management
- Human resource management
- Careers

Performance Competencies

- Critical thinking and problem solving
- Describe case study and explain recommendations
- Communication skills
- Explain strengths and weakness of proposed solution
- Effectively answer questions

Procedures/Tips

- Review the event guidelines in the *CMH* since guidelines may change.
- Review the Competitive Events Tips in the front of the book.

Web Site Resources

- <http://www.quickmba.com/mgmt/>

Management Decision Making Sample Questions

1. Which of the following is **not** a management principle developed by Weber?
 - a. impersonality
 - b. unity of command
 - c. rules
 - d. authority structure
2. Which of the following utilizes technologies to convert inputs into outputs?
 - a. employee reward systems
 - b. performance reviews
 - c. motivation techniques
 - d. transformation processes
3. Managers in Sprint's marketing department continually develop new products or services to satisfy customers' telecommunications desires. They monitor what competitors are doing and then develop ways to deliver better quality and service at a lower price. This illustrates
 - a. an open system.
 - b. a quality system.
 - c. a marketing system.
 - d. a closed system.
4. Which of the following is **not** a quality insight presented by Deming?
 - a. Suppliers' goods should be sampled by inspection to determine the quality of each delivery.
 - b. Employees should feel free to report any conditions that detract from quality.
 - c. Poor quality is unacceptable.
 - d. Statistical evidence of quality should be gathered during the process, not at the end.
5. Which of the following would **not** be included in Chester Barnard's acceptance theory of authority, which states that employees will follow a manager's order if they
 - a. see a positive benefit to themselves in carrying out the orders.
 - b. understand what is required.
 - c. are involved in the decision-making process.
 - d. believe that the orders are consistent with the goals of the organization.
6. Most often, retailers sell to
 - a. producers.
 - b. other retailers.
 - c. wholesalers.
 - d. consumers.
7. The first step of the risk management process is to
 - a. select a risk management method.
 - b. identify potential risks.
 - c. evaluate risks.
 - d. implement the action.
8. Issues, such as conflicts of interest, secrecy and confidentiality, and honesty, pertain to
 - a. managerial ethics.
 - b. organization design.
 - c. cultural influence.
 - d. information technology security.
9. Planning for organizational change is the responsibility of
 - a. the production department.
 - b. individual employee.
 - c. only large organizations.
 - d. the human resources department.

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10. Martin Luther King's leadership authority would be best characterized as
 - a. charismatic.
 - b. traditional.
 - c. rational-legal.
 - d. behavioralistic.
 11. An illegal act that has been committed against the enforcement or protection of private rights is:
 - a. tort law
 - b. infraction of the law
 - c. civil law
 - d. criminal law
 12. The four zones in business communication are intimate, personal, social, and public. Which zone lacks the most personal interaction between participants?
 - a. personal
 - b. social
 - c. intimate
 - d. public
 13. The alternative process used when a business plan is executed but leads to nonproductive results is called:
 - a. contingency planning
 - b. organizational planning
 - c. strategic planning
 - d. tactical planning
 14. Like the bylaws of other corporations, the bylaws of Retail Sales, Inc.,
 - a. set out the value and classes of corporate stock.
 - b. were submitted for approval to the appropriate public official.
 - c. were adopted at its first organizational meeting.
 - d. state the operating name of the corporation.
 15. A federal law that provides pensions to retired workers and disabled workers is
 - a. the Fair Labor Standards Act.
 - b. the Americans with Disabilities Act.
 - c. the Social Security Act.
 - d. the Occupational Safety and Health Act.
 16. Human resource management is different in the global and the domestic environments because
 - a. companies must cope with differences in national and global orientations.
 - b. all companies in the global environment choose the same human resources mix.
 - c. labor markets are the same around the world.
 - d. there are no obstacles to worker mobility.
 17. The pre-1950s statement "let the buyer beware" is termed:
 - a. caveat emptor
 - b. resipsa loquitor
 - c. bustarella
 - d. caveat venditor
 18. Which of the following is one of the American Management Association's eight guidelines for improving communication skills?
 - a. focus on the essential, or key points, of the message
 - b. try to see the other person's point of view
 - c. return all phone calls
 - d. clarify your ideas before communicating

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19. Jack receives unsolicited merchandise in the mail. Jack
- may keep the merchandise without any obligation to the sender.
 - must return the merchandise within fifteen days to avoid payment.
 - must return the merchandise within five days to avoid payment.
 - must return the merchandise within thirty days to avoid payment.
20. _____ is the process in which raw, unorganized, unanalyzed facts are structured to become useful information for the company.
- Data processing
 - Flat-file processing
 - Information systems
 - Information technology
21. In this strategy, a focus on customers is the foundation of successful plans and strategies.
- functional-level
 - product-level
 - business-level
 - corporate-level
22. A facility used by a wholesaler or retailer to receive products from a number of manufacturers, repackage the products, combine them with others, and ship them for sale is a
- telemarketing facility.
 - warehouse.
 - piggyback service.
 - distribution center.
23. Which of the following is a benefit that managers receive from planning?
- All of the answers are correct.
 - helps managers communicate and coordinate activities
 - helps to determine if progress is being made
 - provides guidance for making decisions
24. What basic financial statements are provided in an annual report?
- balance sheet, income statement, statement of cash flows, and statement of owner's equity
 - statement of financial earnings and statement of stockholder's equity
 - balance sheet and income statement
 - balance sheet, income statement, and statement of cash flows
25. The profits obtained by a company for buying, making, and selling merchandise is the:
- gross margin
 - income statement
 - balance sheet
 - net income
26. A _____ is when a company records transactions on a daily basis.
- General Ledger
 - corporate bookkeeping
 - General Journal
 - Trial Balance
27. Employee discharge is the same as
- a layoff.
 - a transfer.
 - firing an employee.
 - employee turnover.

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28. The free-rein manager:
- a. centralizes authority in his or her position
 - b. exists primarily as a contact person for outsiders
 - c. rules with a heavy hand
 - d. regularly consults with employees
29. If Cindy is asked by her manager Bob to go out after work and have dinner and she declines, but then Cindy receives a bad job review three weeks later, this is an example of:
- a. quid pro quo
 - b. team building
 - c. sexual harassment
 - d. a hostile work environment
30. When pursuing a job, a candidate should be _____ in order to get a chance at obtaining the position.
- a. aggressive
 - b. modest
 - c. shy
 - d. malicious

Management Decision Making Case Study

Performance Indicators

- Problem is understood and well-defined
- Alternatives are recognized with pros and cons stated and evaluated
- Logical solution is selected with positive and negative aspects of its implementation given
- Management's decision is clear
- Thoughts and statements are well-organized and clearly stated; appropriate business language used
- Team members are forceful and show self-confidence, poise, and good voice projection
- All team members participate actively during the presentation
- Demonstration of ability to effectively answer questions

Case Study

Due to the changing face of employees, including competent, experienced retirees looking for part-time employment and parents of small children, your company is looking into implementing flextime. You are to assume the roles of a member of middle management, an employee representative, and a human resource department employee.

As representatives of the company and employees, you have been asked by the CEO (judge) to determine whether flextime will work. You are to identify the potential problems flextime might cause and to suggest ways in which it might work. The company needs to have a standard, well-written, objective policy about which positions are open to flexible scheduling. Another major consideration includes benefits. As an example, only full-time (40 hours a week) employees are eligible for health insurance benefits.

You are meeting with the CEO (judge) who is apprehensive about implementing flextime schedules. You are to give a brief overview of flextime and the recommendations of your team. The CEO (judge) will speak with you in a meeting to take place in the boardroom. The CEO (judge) will begin the meeting by asking your recommendations. Once you have made your presentation and have answered the CEO's (judge's) questions, the CEO (judge) will conclude the meeting by thanking you for your help.

Introduction to Business Communication Answer Key

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|-------|-------|-------|
| 1) A | 11) A | 21) B |
| 2) A | 12) D | 22) B |
| 3) B | 13) C | 23) A |
| 4) A | 14) D | 24) B |
| 5) A | 15) A | 25) A |
| 6) A | 16) B | 26) B |
| 7) B | 17) B | 27) A |
| 8) A | 18) B | 28) C |
| 9) B | 19) B | 29) B |
| 10) B | 20) A | 30) B |

Introduction to Parliamentary Procedure Answer Key

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|-------|-------|-------|
| 1) C | 11) B | 21) A |
| 2) B | 12) C | 22) B |
| 3) A | 13) C | 23) B |
| 4) B | 14) C | 24) B |
| 5) A | 15) B | 25) B |
| 6) C | 16) C | 26) A |
| 7) A | 17) B | 27) A |
| 8) B | 18) A | 28) B |
| 9) C | 19) B | 29) A |
| 10) C | 20) A | 30) A |

Introduction to Technology Concepts Answer Key

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|-------|-------|-------|
| 1) B | 11) A | 21) D |
| 2) D | 12) A | 22) A |
| 3) B | 13) A | 23) B |
| 4) A | 14) B | 24) A |
| 5) C | 15) C | 25) B |
| 6) C | 16) D | 26) A |
| 7) A | 17) B | 27) B |
| 8) A | 18) D | 28) C |
| 9) D | 19) A | 29) C |
| 10) D | 20) A | 30) B |

Management Decision Making Answer Key

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|-------|-------|-------|
| 1) B | 11) C | 21) C |
| 2) D | 12) D | 22) D |
| 3) A | 13) A | 23) A |
| 4) A | 14) C | 24) A |
| 5) C | 15) C | 25) A |
| 6) D | 16) A | 26) B |
| 7) B | 17) A | 27) C |
| 8) A | 18) D | 28) B |
| 9) D | 19) A | 29) D |
| 10) A | 20) A | 30) A |

Management Information Systems Answer Key

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|-------|-------|-------|
| 1) B | 11) A | 21) C |
| 2) A | 12) D | 22) C |
| 3) B | 13) D | 23) B |
| 4) D | 14) B | 24) A |
| 5) A | 15) A | 25) B |
| 6) D | 16) D | 26) B |
| 7) C | 17) B | 27) A |
| 8) A | 18) A | 28) B |
| 9) D | 19) B | 29) A |
| 10) C | 20) B | 30) B |