

There are 60 questions altogether in this multiple choice paper.
Check to be sure that you have all the questions.

1. Mavis Darkwa has been asked to develop plans to ensure the efficient day-to-day use of resources allocated to her area of responsibility. Mavis is creating:
 - a. tactical plans
 - b. strategic plans
 - c. situational plans
 - d. administrative plans
 - e. none of the above
2. Which of the following statements is true
 - a. Many firms succeed in spite of their management
 - b. Management principles can be learned and applied
 - c. Management is nothing more than common sense
 - d. Leaders are born, not made
 - e. none of the above
3. Which of the following internal factors typically has the greatest impact upon the success of a firm?
 - a. financial resources
 - b. managerial resources
 - c. physical resources
 - d. technological resources
 - e. none of the above
4. Which of the following interpersonal roles played by the manager does not involve significant decision making?
 - a. leader
 - b. figurehead
 - c. monitor
 - d. spokesperson
 - e. none of the above
5. The mission of an organisation is established in its:
 - a. administrative plan.
 - b. service plan.
 - c. strategic plan.
 - d. tactical plan.
 - e. none of the above
6. The company's mission is made tangible and measurable through:
 - a. tactics
 - b. strategies
 - c. policies
 - d. objectives
 - e. none of the above

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7. The unique approach to management practiced by individual managers is described by which of the following terms?
- technique
 - tactics
 - style
 - substance
 - none of the above
8. Management is best described as a(an):
- autocratic force
 - conceptual force
 - unifying force
 - controlling force
 - none of the above
9. Which of the following is best described as the primary function of management?
- controlling
 - organising
 - planning
 - staffing
 - none of the above
10. The "heart and soul" of management is
- leading
 - controlling
 - organising
 - planning
 - none of the above
11. Which of the following types of skills are of *greatest* importance to top-level managers?
- technical
 - conceptual
 - contiguous
 - human relations
 - none of the above
12. Managers seek to:
- sublimate organisational goals to subordinate goals
 - produce large volumes of products economically
 - maximise their personal rewards while satisficing organisational goals
 - maximise the potential of their people and coordinate their efforts toward organisational goals
 - increase the sales of their organisation at any cost
13. The difference between an "autocratic" and a "democratic" manager is primarily a matter of:
- style
 - popularity
 - politics
 - expediency
 - none of the above

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14. According to the principle of _____, a subordinate should receive direction from only one superior.
- authority and responsibility
 - unity of command
 - unity of direction
 - centralisation
 - none of the above
15. According to many authorities the firm's single most important asset is
- pool of financial resources
 - pool of managerial talent
 - pool of marketable products
 - pool of physical resources
 - none of the above
16. The *traditional* factors of production include all of the following *except*:
- capital
 - labour
 - land
 - management
 - none of the above
17. Which of the following management functions is mostly directly affected by legal requirements and trends?
- leading
 - planning
 - staffing
 - organising
 - none of the above
18. The "level" occupied by a particular manager is best determined by that manager's:
- age and experience
 - job duties and authority
 - job title
 - experience and tenure with the firm
 - none of the above
19. When probabilities can be assigned to **expected** outcomes, decisions are made under what condition?
- uncertainty
 - risk
 - perfect
 - certainty
 - none of the above
20. Technical skills are most important at which of the following managerial levels?
- workers
 - top management
 - supervisory management
 - middle management
 - hierarchical management

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21. Which of the following managerial skills are equally important at all managerial levels?
- a. technical skills
 - b. human relations skills
 - c. functional skills
 - d. conceptual skills
 - e. computational skills
22. Which of the following is the *simplest* type of standing plan?
- a. an objective
 - b. a rule
 - c. a procedure
 - d. a policy
 - e. none of the above
23. A general guideline that channels, or directs, the decision making of subordinates is called a:
- a. policy
 - b. programme
 - c. rule
 - d. strategy
 - e. none of the above
24. All of the following are recognised levels of planning except:
- a. administrative planning
 - b. futuristic planning
 - c. operational planning
 - d. strategic planning
 - e. none of the above
25. Nana Yaa Sosh has just submitted several predetermined courses of action she has developed to deal with unique, non-recurring situations her firm may face. Nana Yaa's plans are examples of:
- a. administrative plans
 - b. operational plans
 - c. single-use plans
 - d. standing plans
 - e. none of the above
26. Eunice Ruth Bello is preparing a single-use plan to commit resources to her firm's selling activities for the coming year. Eunice is preparing a:
- a. procedure
 - b. schedule
 - c. policy
 - d. budget
 - e. none of the above

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27. _____ plans are predetermined courses of action developed for repetitive situations.

- a. Single use
- b. Standing
- c. Procedural
- d. Programmatic
- e. None of the above

28. In addition to its primary function, planning is also used to establish standards that are essential for:

- a. protecting management
- b. product obsolescence
- c. creating "constructive chaos"
- d. control
- e. none of the above

29. The primary purpose of control is to:

- a. reduce the size of the work force
- b. make decisions for management
- c. make automation possible
- d. indicate when corrective action is needed
- e. none of the above

30. Which of the following types of plans is developed to carry out a tactical plan?

- a. corporate plans
- b. implementational plans
- c. operational plans
- d. structural plans
- e. none of the above

31. Decisions under _____ are those in which the external conditions are identified and very predictable.

- a. probability
- b. certainty
- c. risk
- d. uncertainty
- e. predictability

32. Benedicta Dankyi is preparing to make one of the most important decisions of her career. She will begin by:

- a. determining results
- b. formulating goals
- c. evaluating her assets
- d. evaluating the decision situation
- e. analyzing alternatives.

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33. Two managerial activities that cannot be separated are _____ and _____.
a. controlling and leading
b. leading and directing
c. organising and directing
d planning and decision making
e. planning and organising
34. A manager who recognizes problems and opportunities and initiates action that will move the organisation in the desired direction is acting as
a. disturbance handler.
b entrepreneur
c. resource acquirer.
d. resource allocator.
e. none of the above
35. The primary advantage of division of labour is based upon:
a. concentration of authority
b. conservation of resources
c specialisation
d. concentration of responsibility
e. none of the above
36. Which of the following facilitates the flow of communication within an organisation?
a. grapevine
b horizontal division of labour
c. planning
d. vertical division of labour
e. none of the above
37. The process of grouping specialised activities in a logical manner is called:
a. job processing
b. departmentation
c. functionalisation
d. specialisation
e. none of the above
38. In general, _____ tend to be characterised by greater communication between upper and lower-level management, an increased capacity to respond to the environment, and lower total managerial costs.
a. narrow organisations
b tall organisations
c wide organisations
d. flat organisations
e. none of the above

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39. On-the-job training that involves lateral transfers in which employees get to work at different jobs is called
a. job enlargement
b. job enrichment
c. job involvement
 d. job rotation
e. none of the above
40. A managerial effort to assign work and allocate resources; then, arrange the work and resources in such an orderly way that a group's effort generates the desired end result in the most efficient manner possible is known as
a. controlling
b. leading
 c. organising
d. planning
e. staffing
41. Akua Abletor is attempting to assign her subordinates to specific tasks in which they will specialise. Akua is engaged in the process of:
a. creating an organisation chart
b. delegation of authority
 c. division of labour
d. task definition
e. none of the above
42. The art of influencing others to act in order to accomplish specific objectives is called:
a. directing
b. generalship
 c. leadership
d. managing
e. none of the above
43. In developing her firm's organisation chart, Patience Janet Bridget Opandoh grouped jobs on the basis of similarity of content. Patience is utilising:
 a. functional departmentation
b. job departmentation
c. process departmentation
d. product departmentation
e. none of the above
44. _____ refers to the right to make decisions and give orders to subordinates regarding production, sales, and finance.
 a. authority
b. leading
c. line authority
d. power
e. staff authority

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45. The process of making events conform to plans is called:

- a. evaluation
- b. control
- c. feedback
- d. forecasting
- e. none of the above

46. Which of the following words best completes this sentence? "An organisation is a social arrangement which pursues collective _____, which controls its own performance and which has boundary separating it from its environment"?

- a. Tactics
- b. Stakeholders
- c. Profits
- d. Goals
- e. None of the above

47. Which term is given to the idea that the combined output of a number of individuals working together will exceed that of the same individuals working separately?

- a. Systems thinking
- b. Synergy
- c. Sympathy
- d. Specialisation
- e. None of the above

48. Which of the following statements is true?

- a. The benefit of being a sole trader is that you have no personal liability for the debts of your business.
- b. Partnerships offer the same benefits as limited companies but are usually formed by professionals such as doctors and solicitors.
- c. Limited company status means that a company is only allowed to trade up to a predetermined turnover level in any one year.
- d. For organisations that have limited company status, ownership and control are legally separate.
- e. None of the above.

49. Which of the following statements about an organisation chart is not true?

- a. An organisation chart provides a summary of the structure of a business.
- b. An organisation chart can indicate functional authority but not line authority within a business.
- c. An organisation chart can improve employees' understanding of their role in a business.
- d. An organisation chart can improve internal communications within a business.
- e. None of the above.

50. Which of the following is a correct definition of 'span of control'?

- a. The number of levels in the hierarchy 'below' a given manager's
- b. The number of employees subordinate in the hierarchy to a given manager
- c. The number of employees directly responsible to a manager
- d. The length of time between a manager's decision and the evaluation of it by his superior
- e. None of the above.

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51. The "father of scientific management" is generally considered to be:
- a. Henry L. Gantt
 - b. Frederick W. Taylor
 - c. Henri Fayol
 - d. Charles Babbage
 - e. none of the above
52. Y plc is a growing organisation which has recently diversified into a number of significant new product markets. It has also recently acquired another company in one of its overseas markets. What would be the most appropriate form of organisation for Y plc?
- a. Divisionalisation
 - b. Functional departmentation
 - c. Geographical departmentation
 - d. Product departmentation
 - e. None of the above
53. Which of the following principles of classical management is challenged by matrix management?
- a. Decentralisation of decision-making
 - b. Structuring the organisation on functional lines
 - c. Structuring the organisation on geographical lines
 - d. Unity of command
 - e. None of the above
54. Which of the following is/are objectives of human resource management?
- I. To meet the organisation's social and legal responsibilities relating to the human resource
 - II. To manage an organisation's relationship with customers
 - III. To develop human resources that will respond effectively to change
- a. I
 - b. I and II
 - c. I and III
 - d. I, II and III
 - e. None of the above
55. Which of the following words best describes "a measure of the appropriateness of the goals selected or accomplishing the intended result"?
- a. Economy
 - b. Effectiveness
 - c. Efficiency
 - d. Enterprising
 - e. None of the above
56. Repeated resolutions with the same data will yield the same results in a(n):
- a. ill-structured decision
 - b. partially structured decision
 - c. programmed decision
 - d. repetitive decision
 - e. none of the above

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57. Linda Philomina Senanu begins each decision-making situation by seeking a methodology and/or plan for solving the problem. Linda utilizes:
- esoteric decision making
 - intuitive decision making
 - iterative decision making
 - systematic decision making
 - none of the above
58. Operational plans are:
- not required if a firm has carefully developed its grand strategy
 - specific departmental plans
 - business-level strategies
 - a form of administrative plan
 - none of the above
59. Using the formula developed by Graicunas, determine the possible number of superior-subordinate relationships considering a superior who has 17 subordinates.
- 1,114,384
 - 1,048,832
 - 65,552
 - 17
 - none of the above
60. _____ is the role at the interface between the operational core (non-managerial workers) and management.
- Middle line
 - Supervision
 - Employee communications
 - Junior management
 - None of the above

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