BUS106 - ELEMENTS OF MANAGEMENT II SUMMARY

Management is as old as human organization.
True

In the _____ period, management was practiced by various parts of the world including Africa
Pre-industrial

_____ was the period of intellectual awakening when the scientific and technological discoveries of Galileo, Watt, Gilbert and Harvey, and other prominent geniuses gave rise to the industrial revolution.
Industrial Revolution

One of the major advantages of the industrial revolution is that _____
It gave birth to accelerated rate of resources accumulation and the growth of large scale enterprises

Employees resented the factory conditions and the meager wages while employers fought back with _____ dismissal and threats.
Blacklist

The concepts and principles on how to manage a business effectively

- The scientific management movement
- The human relations school
- The administrative school
- The modern approaches to management

The scientific management school placed special emphasis upon_____
Production

_____ is often referred to as the father of Scientific Management.
Frederick W. Taylor

_____ insisted that management should not rely on tradition or intuition but rather should subject every job to a critical analysis inventive experiments and a thorough objective evaluation
Taylor

One of the fore-runners of Frederick Taylor was _____ who spent his life working on the "Difference Engine"
Babbage

Babbage spent his life working on the _____
Difference Engine

_____ is known for his work on time and motion studies.
Gilbreth

Gilbreth's book _____ made him very popular.
Cheaper by the Dozen

Gilbreth identified seventeen basic elements in on-the-job motions which he called_____
Therblings

The first principles of management were advocated by a French engineer and geologist_____
Henri Fayol

Charles Babbage and Frederick W. Taylor are from the _____
United States of America

Robert Owen is a_____
Scott

George Elton Mayo is from _____
Australia

The Management Theory Jungle" has classified the major "schools" of management into six broad areas:

- The Management Process
- Empirical School
- Human Relations School
- Decision Theory School
- Mathematical School

The _____ school attempts to establish a conceptual framework, identify the principles and formulate a theory of management based on it.
Management process

Koontz's second classification is the _____ school
Empirical

_____ group concentrates on the interpersonal relationship between management and workers.
Human Relations School

_____ group places emphasis on the understanding of employees by management and stresses motivation, meeting workers needs and aspirations.
Human Relations School

_____ group believes in rational decision making.
Decision Theory School

There is no human endeavour that does not require proper _____ for its proper functioning.
Management

All types of organizations government establishments, business enterprises, hospitals, cooperatives, churches, whether profit making or non-profit making, require good _____ to function effectively.
Management

_____ are people who are primarily responsible for the achievement of organizational goals.
Managers

Any organization that fails to realize its objective often blames it on _____
Management

The _____ is the individual to provide the dynamic force or direction.
Manager

The manager does not spend all his time managing.
True

A _____ that fails to achieve the objectives as expected is either dismissed or asked to resign.

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Manager

A manager is expected to possess special talents or abilities, quite different from_____.
non-managers

_____ is seen as a process demanding the performance of a specific function.
Management
_____ is defined as "getting things done through others."
Management

_____ can be defined as the co-ordination of all the resources of an organization through the process of planning, organizing, directing, and controlling in order to attain organizational objectives.
Management

_____ is the guidance or direction of people towards organizational goals or objectives.
Management

_____ can be seen as the supervising, controlling and cocoordinating of activity to attain optimum results with organizational resources.
Management

_____ is the imposition of a pattern, a vision of a whole on many disparate parts so as to create a representation of that vision
Art

Art requires technical skill, and _____ability.
Conceptual

_____ is known as the father of scientific management.
Frederick W. Taylor

Frederick W. Taylor is known as the father of _____
Scientific management

_____ uses the methods of science in making decisions and evaluating its consequences.
Scientific management

A good manager must know the concepts and principles of management (management science) and also how to apply them in unique situations.
True

_____ are best seen as fundamental or general truth on which other truths depend.
Principles

A _____ describes a relationship or what should be done if something else happens. **Principle**

Most of the principles of management in use today were developed by observation and _____
Deduction

_____ are abstractions formed from generalizations and the corner stone for the development of principles and theory.
Concepts

Management function is identical in all formal organizations whether it is a profit-making organization or a "non-profit-making organization.
True

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The concept of the _____ implies that all managers irrespective of their position in the organizational hierarchy perform at one time or the other identical functions.
Universality of management

The functions or roles of a manager include the following

- Managers make decisions.
- Managers focus on objectives.
- Managers plan and set policies.
- They organize and staff.
- They communicate with subordinates, colleagues and superiors.
- They direct and supervise by secure actual performance from subordinates.
- They control organizational activities

All organizations are purposive.
True

Good goals must possess the following qualities

- They must be specific and clearly stated.
- Their achievement must be measurable or verifiable.
- They must be realistic
- They must specify period of achievement.
- They must include intermediate targets or goals that will facilitate the attainment of the major objectives.
- Objective must be modern and up to date.
- They must be ranked according to relative importance.

The advantages of organizational objectives

- Organizational Goals help the Organization to orient itself to its environment
- Good organizational goals .help in policy formulation and administration
- Clearly stated objectives help all sub-systems to pull in the same direction thus making for easy co-ordination of activities
- Clear objectives make for consistency and unity of purpose and direction.

An employee goal is of _____ types
Two

_____ arises when an executive deals with a company in which it has vested interest.
Conflict of interest

Conflict of interest arises when an executive deals with a company in which it has vested _____
interest

Conflict of interest arises when an _____ deals with a company in which it has vested interest
executive

An executive who is a majority shareholder in a company that is their major supplier of raw material is "likely to' have a _____
conflict of interest

The punishment for the violation of the rules related to conflict of interest is _____
immediate dismissal

An organization is an integral part of the society and is influenced by social, political, economic and _____ factors prevailing in a society.
technological

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The ethical conduct of an organization is in part determined by the _____ prevailing in the society as a whole.
moral ethics

The _____ in an industry influences the behaviour of a company.
ethical climate

The ethical standards of a company are determined by the ethical standards of the _____
executive

The factors determining ethical decision

- A man's personal code of behaviour
- Behaviour of a man's superior in the company
- Formal company policy
- Ethical climate of the industry
- Behaviour of a man's equals in the company

The factors determining unethical decisions

- The behaviour of a man's superior in a company
- Ethical climate of the industry
- Behaviour of a man's equals in the company
- Lack of company policy
- Personal financial needs

A _____ is the selection of alternative course of action from available alternatives in order to achieve a given objective.
decision

A _____ is a choice aimed at achieving optimum result in a given situation.
decision

_____ are made when a person finds himself in a situation where he must act and he is not quite sure of the choice that will give the best result.
Decisions

A _____ could be seen as a mental process that forces us to analyse the situation in order to master it, or increase our knowledge on the area in which decision is to be made.
Decision

An _____ decision is one which yields the best intelligent response to a situation.
intelligent

Decision making can be classified into three major groups:

- Decision making under certainty
- Decision making under risk
- Decision making under uncertainty

The basic elements of decision making process include

- the formulation of goal or goals
- mental process to acquire knowledge on the situation
- analysis to determine alternative course of action
- choice procedure
- implementation

When vital decisions are to be made, _____ is encouraged in order to avoid costly, hasty decisions.
Brainstorming

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_____ is the selection of the course of action believed by the decision maker to yield the best result under the circumstances.
Decision

A decision process is not completed until it is _____
Implemented

Decisions are expected to be made in a _____ environment.
Social

In modern organisations, _____ are increasingly being used as effective administrative tools.
Committees

A _____ could be seen as a group of people assembled together to take action on an administrative task.
committee

A committee could be seen as a group of people assembled together to take action on an _____ task.
Administrative

There are instances where committees are appointed to study and offer solution to a specified organisational problem and stop functioning as soon as the assignment is completed. This is generally called an _____
ad hoc committee

_____ are often seen as "a group of people who keep minutes and waste time and money".
Committees

The success or failure of a committee in most instances depends on the_____
Committee Chairman

A committee succeeds when_____
The members believe that the chairman is equal to the task and is capable of leading the committee to arrive at mature conclusions.

The following are the basic advantages of committees:

- Makes different viewpoints available
- Better coordination
- Committee as Advisers
- Collective responsibility for decision
- Lack of Accountability

A _____ is one that comes up with new ideas, new approaches, and new ways of doing old things, doing a common thing in an uncommon way, a new product, or new application or a combination of existing knowledge.
creative committee

_____ is one of the highly sought after talents in management.
Creativity

A _____ seeks original solutions to existing problems.
creative manager

_____ is necessary in business for the organisation is constantly in search of an imaginary solution to problems posed by its competitors and the total environment.
Creative thinking

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The steps in creative thinking include the following

- Problem identification
- Investigation
- Incubation
- Illumination
- Verification

The first step in creative thinking is the _____ that a problem exists.
Perception

The second step in creative thinking is_____
Investigation

The qualitative methods of decision making are

- Operations Research (OR)
- Linear Programming (LP)
- Queuing Theory

The mathematical techniques used as aid to decision making are often called _____
operations research

Churchman et al defined _____ as: "an application of the scientific method to problems arising in the separation of a system which may be presented by means of a mathematical model and in solving of these problems by resolving the equation representing the system".
operations research

Operations research is applied in a variety of business problems which include

- Productive scheduling
- New product development
- Long-range planning
- Warehouse location selection
- Retail outlet selection
- Product mix selection
- Air and highway traffic control
- Portfolio management

The use of OR entails the building of models called _____
equations to represent the system

Queuing theory is often called _____
waiting-line theory

_____ is used in determining the optimal utilisation of a facility in an intermittent service.
Queuing theory

_____ is a decision making activity requiring the process of ascertaining objectives and deciding on activities to attain these objectives.
Planning

_____ is a process of preparing for change and coping with uncertainty by formulating future courses of action.
Planning

The basic purpose of planning is_____
to reduce the risk of uncertainties, and to initiate a coordinated effort within the organisation for the purpose of organisational success

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The characteristics of planning process are

- Planning is anticipatory in nature
- Planning is a system of decisions
- It is focused on desired future results

_____ is a means of ensuring that the important organisational objectives are accomplished as and when desired.

Planning

_____ states that to plan is to produce a scheme for future action; to bring about a deliberate attempt to influence, exploit, bring about and control the nature, direction, extent, speed, and effects of change.

Cyril L. Hudson (1970)

_____ is the continuous process of making present entrepreneurial decisions systematically and with best possible knowledge of their futurity, organising systematically the efforts needed to carry out these decisions and measuring the results of these decisions against the expectation through organised, systematic feedback.

Planning

The Six P's of Planning are as follows:

- Purpose
- Philosophy
- Premise
- Policies
- Plans
- Priorities

An effective planning system requires a clear understanding of the organisation's ______

Purpose

_____ incorporates the fundamental beliefs as to how the organisation's purpose is to be achieved.

Philosophy

_____ involves the strengths and weaknesses of the organisation and its knowledge and assumptions about its environment.

Premise

_____ are general guidelines or constraints that aid in managerial thinking and action.

Policies

_____ represent specific objectives and action statements.

Plans

_____ are the goals to be met and the action statements are the means to achieve these ends.

Objectives

The reasons for planning are itemised below:

- Planning is essential in modern business
- Planning is related to performance
- Planning puts a focus on objectives
- Planning anticipates problems and helps in the smooth flow of operations
- Planning is necessary to facilitate control
- Planning helps in the process of decision-making

The characteristics of good planning

- A good plan is based upon clear, well-defined and easily understood objectives.

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- A good plan must be simple and comprehensive.
- It should be well-balanced, but flexible.
- Every plan should be time-bound.
- The plans should involve participation by subordinates.
- Characteristics of unity, planning is initiated by different managers of different divisions at different times.

According to_____, "planning is a two-sided affair.
David W. Ewing (1967)

According to David W. Ewing (1967), _____
planning is a two-sided affair

The contributions or benefits of planning are as stated below:
- Planning gives managers some purpose and direction
- Proper planning helps in the process of motivation
- Planning provides a framework for decision making
- Proper planning results in proper and effective utilisation of organisational resources
- Since accurate forecasting of future events is an integral part of effective planning, it reduces the elements of risk and uncertainty
- It improves the competitive strength of the company in two ways

The steps in planning include the following
- Establish and define clearly the central and overall objectives of the organisation.
- Determine your current position relative to your objectives.
- Develop forecasts and future conditions.
- Preparation of derivative plans.
- Implement plan and evaluate its results.

The problems and limitations in planning
- Corporate planning is not integrated into the total management system
- There is a lack of understanding of the different steps of the planning process
- Management at different levels in the organisation has not properly contributed to planning activities
- Poor information and inadequate inputs may have formed the basis for planning
- In starting formal planning, too much is attempted at once
- The management is not always willing to cancel or modify poor plans
- Management fails to operate by the plans
- Resistance to change by organisational members
- Lack of contingency plans

_____ are alternative methods to either take over the earlier plans if they seem to fail due to unexpected circumstances or modify them as the situation demands.
Contingency plans

_____ help the management to respond quickly to unpredicted changes thus avoiding panic in crisis situations
Contingency plans

Limitations that inhibit the successful formulation of formal plans are:
- Planning is expensive
- Planning is time-consuming
- Planning is a hindrance to innovation

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- Mental ability

Principles of effective planning are as follows:
- Keep aims crystallised
- Develop accurate forecasts
- Involve subordinates in the planning process
- The plan must be a sound one
- Assign planning responsibility to the right people
- Don't be over-optimistic
- Decide in advance the criteria for abandoning a project
- Keep your plan flexible
- Review long-range plans on a short-range basis
- Fit the plan to the environment

There are basically three levels of planning associated with the different managerial levels
- Strategic planning
- Intermediate planning
- Operational planning

The _____ planning is conducted by the top management which includes Chief Executive Officer, President, Vice-Presidents and General Managers
Strategic

_____covers a time frame of about 6 months to 2 years and is contemplated by middle management who includes functional managers, department, heads and product-line managers.
Intermediate planning

_____ plans are the responsibility of lower management and are conducted by unit supervisors and foremen
Operational planning

Strategic planning is necessary and important for the following reasons
- there are a large number of external variables
- all natural resources are becoming scarce
- there has been an information explosion which has necessitated increase in knowledge and ability to plan effectively

The process of strategic planning can be considered to constitute the following steps:
- Define and express clearly the mission of the organisation
- Determine long-range goals and objectives
- Make predictions about the economic environment in the future
- Develop a long-range plan
- Develop short-range plans

_____ is an action plan which sets the direction that a company will be taking.
Strategy

_____is a decision making choice and would involve consideration for external environment affecting the company as well as the internal environment of strengths and weaknesses of the company.
Strategy

According to William F. Guelick (1972), there are four strategies: combination of approach, growth, retrenchment and_____
Stability

According to William F. Guelick (1972), there are four strategies which are_____

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Retrenchment

_____ implies, "to leave the well enough alone".
Stability strategy

_____ means expansion of the operations of the company and addition of new areas of operations.
Growth

_____ can be risky and involves forecasting and analysis of many factors that affect expansion, like resource availability and market availability.
Growth strategy

_____ primarily means reduction in product, services, and personnel.
Retrenchment

_____means using a combination of other strategies and is primarily used by large complex organisations who may want to cut back in some areas and expand in others.
Combination strategy

A _____ is a statement and a predetermined guideline that provides direction for decision making and taking action.
policy

The following are the characteristics of sound policy

- It should be subject to one interpretation and the intent and the content of the policy must be clearly expressed and preferably in writing.
- It should be stable but sufficiently flexible.
- It should be comprehensive in scope.
- A sound policy should be related to the objectives of the company and be in harmony with the economic, political and social environment for the company
- A sound policy should help coordinate multiple activities.
- It must be based on known principles, facts and truth.

George R. Terry (1961) has defined_____, "as a series of related tasks that make up the chronological sequence and the established way of performing the work to be accomplished".
procedure

A _____ is meant to be strictly followed and is generally reinforced by invoking penalties.
rule

Planning will not solve all the problems of a manager.
True

The characteristics of sound goals are:

- Goals and objectives should be realistic and attainable
- Goals should be specific and measurable.
- Goals should be time-bound
- Goals should be result-oriented
- Goals should be set in a participative manner

Objectives are beneficial in the following ways

- They make the integration of activities possible
- Objectives serve as guides for decision making
- Well-defined and clearly understood objectives are motivating elements
- Objectives act as standards for control

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- Sound objectives serve as a basis for decentralization

_____ is the process by which managers assure that resources are obtained and used effectively and efficiently in the accomplishment of the organisation's objectives
Management control

The following are the importance of control function
- Size of business
- Uncertainty
- Decentralization trends
- Control is vital for moral

The elements of the control system are
- Pre-determined goals
- Measuring performance
- Comparing actual performance with expected performance
- Taking correction action

_____ is a process that measures current performance on a continuous basis and ensures that the performance leads to some pre-determined goal.
Control

_____ can be expressed as a ratio of net profits to sales.
Profitability

There are _____ types of evaluations
Five

The following are the types of evaluations
- Effort
- Effectiveness
- Adequacy
- Efficiency
- Process

_____ is the ratio of output to need
Adequacy

_____ relates output to input.
Efficiency

_____ is the ratio of current assets to current liabilities and is used to determine a company's ability to pay its short term debts.
Current ratio

_____ ratio measures the short run profitability of a business.
Net profits to sales

_____ is the difference between tangible assets (not goodwill etc.) and total liabilities.
Net worth

_____ ratio is to determine the extent of working capital tied up in inventory.
Inventory to net working capital
_____ ratio would determine the financial soundness of the business.
Total debt to tangible net worth

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The method of presentation of comparison and results include

- The narrative method
- The tabulation method
- The graphical method

The following are the behavioral guidelines for managerial controls

- Set meaningful, acceptable and attainable standards
- Establish an effective, accurate and timely two-way communication
- Reward attainment of standards

_____ can be as a process of coordinating individuals' efforts to accomplish a common objective.
Organisation

Organisations can be classified into two broad headings: formal and _____
Informal
_____ is a social animal and shares relationship with his neighbours.
Man

_____ can be seen as a direct opposite of informal organisation
Formal organisation

_____ is a planned pattern of group behaviour designed to achieve an objective.
Formal organisation

The main reasons for formal organisations are:

- to establish logical patterns of interrelationships among members of the group
- to secure advantages of specialisation or division of labour whereby the optimum utilisation of talents can be realised
- to coordinate activities of the component parts in order to facilitate the realisation of the goals of the organisation

The _____ can be described as the human interaction that occurs simultaneously and naturally without overt influence.
informal organisation

An_____ is a visual device that shows the various departments and how they relate to one another.
organisational chart

Authority Relationships is divided in three namely: line authority, staff authority and _____
functional authority

_____ is the authority that makes one expect obedience from subordinates.
Line Authority

_____ allows a staff executive (engineers, lawyers, accountants, advertising managers) to make decisions and implement them within clearly defined guidelines.
Functional Authority

Organisational authority is vested in the position not on individuals.
True

A supervisor has power over an employee because _____
he has authority to use reward or punishment

The sources of authority are positional source and_____
Subordinate acceptance source

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These are the conditions that must be met before a message is accepted as authoritative:

- It must be understood by the recipient.
- It must be consistent with the purpose of the organisation.
- It is not incompatible with the personal interests of the recipient.
- It is within the mental and physical abilities of the recipient

Responsibility implies _____
Obligation

_____ is considered to be the most important and most effective ingredient of the management process.
Communication

__ _____ is defined as "the process of passing information and understanding from one person to another"
Communication

_____ means transmitting and sharing of ideas, opinions, facts and information in a manner that is perceived and understood by the receiver of the communication.
Communication

_____ is a meaningful interaction among people where the thoughts are transferred from one person to another in a manner such that the meaning and value of such thoughts is same in the minds of both the sender as well as the receiver of the communication.
Communication

According to Katz and Kahn (1966), there are five purposes served by superior-subordinate communication process.

- To give specific job instructions and directions.
- To give information about organisational procedures and practices.
- To educate employees as to why their jobs are important.
- To give feedback to subordinates about their performance, as to how well they are doing and how they can improve.
- To provide ideological type information to facilitate the indoctrination of goals.

Communication may be divided into two, namely: oral and _____
Written

_____ is known as face-to-face communication and may be in the form of direct talk and conversation or the public address.
Oral communication

The following are the advantages oral communication

- It is direct, simple, time saving and least expensive form of communication.
- It allows for feedback and spontaneous thinking.
- It helps in avoiding delays, red tape and other formalities.
- It conveys personal warmth and friendliness and it develops a sense of belonging because of personalized contacts
- Any misunderstanding can be cleared immediately

The following are the disadvantages oral communication

- There is no formal record of transaction.
- If the verbal message is passed on along the hierarchical chain of command then some distortions can occur during the process.
- Lengthy and distant communications cannot be effectively conveyed verbally.
- The receiver may receive the message in his own perception and thus misunderstand the intent of the message.
- Spontaneous responses may not be carefully thought about.

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- The spirit of authority cannot be transmitted effectively in verbal transactions.

The following are the advantages of written communication

- It serves as evidence of events and proceedings.
- It provides a permanency of record for future references.
- It reduces the possibility of misunderstanding and misinterpretation.
- It can save time when many persons must be contacted at the same time.
- It is reliable for transmitting lengthy statistical data.
- It appears formal and authoritative for action.
- It can be checked for accuracy, which may not be always possible in verbal communication.

The following are the disadvantages of written communication

- It can be very time-consuming for lengthy reports.
- There is no feedback opportunity to be sure that the receiver has understood the message.
- Written material may leak out before time, causing disruption in its effectiveness.
- It leads to excessive formality in personal relations.

According to_____, the communication effectiveness is always influenced by "our very natural tendency to judge, to evaluate, to approve or disapprove the statement of the other person or other group".
Rogers and Roethlisberger (1952)

_____ is any external factor which interferes with the effectiveness of communication.
Noise

_____ is derived from noise or static effects in telephone conversions or radio wave transmission.
Noise

The following are the barriers to effective communication

- Noise Barriers
- Semantic Barriers
- Feedback Barriers
- Cultural Barriers
- Perception
- Sender Credibility
- Multi-meaning words

_____ is the only way to ascertain as to how the message was interpreted and closes the communication loop
Feedback

_____ relates to the process through which we receive and interpret information from our environment and create a meaningful word out of it.
Perception

The following are ways to overcome communication barriers

- Feedback and upward communication
- Improve listening skills
- Develop writing skills

The guidelines for effective communication

- The ideas and messages should be clear, brief and precise
- Sense of timing
- Integrity
- Consult with others who are involved in planning the communication
- Be prepared to help the receiver

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- Mode of delivery
- Use proper follow-up
- Communication should be comprehensive

_____ and leading comprise the managerial function of guiding, overseeing and leading people.
Directing

Schneider (1975) refers to _____ as the entire internal environment of the organisation.
organisational climate

_____ refers to organisational climate as the entire internal environment of the organisation.
Schneider (1975)

The following are the principles of direction
- Integrated objectives
- Direct supervision
- Participative managerial style
- Unity of direction
- Follow-through

_____ is an integral part of management and plays a vital role in managerial operations.
Leadership

Leadership is an integral part of management and plays a vital role in _____ operations.
Managerial

Leadership is an attribute of business alone.
False

Leadership is not an attribute of business alone.
True

_____ may be defined as the art of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically for achievement of group objectives.
Leadership

There are mainly two types of leadership, namely: formal and _____ leadership.
Informal

_____ leadership occurs when a person is appointed or elected as an authority figure.
Formal

_____ leadership emerges when a person uses interpersonal influence in a group without designated authority or power.
Informal

Theories of leadership include the following
- The Trait Theory
- Behaviour Theory
- Contingency Theory
- The Path-Goal Theory
- Vroom-Yetton Model (1974)
- The Managerial Grid

_____ implies activity movement and getting the work done.
Leadership

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_____ theory emphasises that leaders are born and not made.
Trait

_____ believed that the pattern of leadership trait is different from situation to situation.
Stogdill (1974)

A person who becomes a leader in one situation may not become one in a different situation.
True

_____ theory studies leadership by looking at leaders in terms of what they do
Behaviour Theory

_____ theory states, that an analysis of leadership involves not only the individual traits and behaviour but also a focus on the situation.
Contingency Theory

_____ conducted extensive studies in this area and developed a scale to identify different types of leaders.
Fiedler's contingency theory

The Path-Goal model of leadership behaviour was propounded by House and _____
Mitchell (1974)

_____ model emphasises that the leader behaviour be such as to complement the group work setting and aspirations.
The Path-Goal model

_____ is a normative theory that simply tells the leaders how they should behave in decision making.
Vroom-Yetton Model (1974)

The managerial grid was developed by _____
Robert Blake and Jane Mouton

The leadership styles can be classified according to the philosophy of the leaders as follows

- Autocratic or Dictatorial Leadership
- Participative or Democratic Leadership
- Laissez-faire or Free-reign Leadership
- Personal Characteristics of Leaders

_____ leadership, the subordinates are consulted and their feedback is taken into decision making process.
Participative or Democratic Leadership

_____ leaders keep the decision making authority and control in their own hands and assume full responsibility for all actions.
Autocratic

In _____ leadership, the leader is just a figurehead and does not give any direction.
Laissez-faire or Free-reign Leadership

The following are the personal characteristics of leaders

- Ability to inspire others
- Problem solving skills
- Emotional maturity
- Ability to understand human behaviour
- Verbal assertiveness
- Willingness to take risks

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- Dedication to organisational goals
- Skill in the art of compromise

_____ is the power that is vested in the leadership to take certain actions.
Legitimate Power

_____ power is based upon the ability to give or influence the rewards and incentives for the subordinates.
Reward Power

_____ power is more of personal nature than a positional nature, in the sense that this power is not designated or acquired because of a position, but because of personal "charisma", leader.
Referent Power

_____ is the traditional management function of attraction and selection of the best people and putting them on jobs where their talents and skills can best be utilised, and retention of these people through incentives, job training and job enrichment programs in order to achieve both individual and organisational objectives
Staffing

_____ is defined as, "the process of collecting and analysing information to determine the future supply of, and demand for, any given skill or job category".
Manpower forecasting

_____ is a systematic, organised and written statement of "who does what, when, where, how and why," and is a tangible outcome of job analysis.
Job specification

_____ is a process of choosing the right candidate from a pool of applicants.
Selection

The factors involved in retention of workforce are:
- Compensation administration
- Labour relations
- Health and safety
- Auxiliary employee services

_____ refers to those sets of activities an organisation uses to attract job candidates possessing the appropriate characteristics to help the organisation reach its objectives (Glueck, 1978).
Recruiting

According to Byars and Rues (1984), _____ involves seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen.
recruitment

There are _____ subsystems in recruitment
Four

There are _____ subsystems in recruitment
four

_____ policy of any organisation is derived from the personnel policy of the same organisation.
Recruitment

The following factors should be taken into consideration in formulating recruitment policy
- government policies
- personnel policies of other competing organisations

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- organisation's personnel policies
- recruitment sources
- recruitment needs
- recruitment cost
- selection criteria and preference

_____ are the means or media by which management contacts prospective employees or provides necessary information or exchanges ideas or stimulates them to apply for jobs.
Recruitment techniques

The following are techniques used to stimulate internal candidates
- Promotion
- Transfers
- Recommendations of the present employees
- Scouting
- Advertising

_____ means sending the representation of the organisations to various sources of recruitment with a view to persuading or stimulating the candidates to apply for jobs.
Scouting

The objective of the _____ decision is to choose the individual who can most successfully perform the job from the pool of qualified candidates.
Selection

The following factors affecting selection decisions
- Profile matching
- Successive hurdles
- Organisational and social environment

_____ is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job.
Placement

_____ decides about the sources to be exploited well in advance depending on the nature of the vacancy to be filled in, the time required to fill the vacancy, the availability of a larger pool of candidates etc.
Management

_____ has to decide about the techniques to be followed while recruiting candidates for various organisational positions.
Management

Management has to decide about the techniques to be followed while _____ candidates for various organisational positions.
recruiting

_____ are the means or media by which management contacts prospective employees or provides necessary information or exchanges ideas or stimulates them to apply for jobs.
Recruitment techniques

Management uses different types of techniques to stimulate _____ and_____ candidates.
internal and external

_____ means sending the representation of the organisations to various sources of recruitment with a view to persuading or stimulating the candidates to apply for jobs.
Scouting

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The _____ provide information about the company and exchange information and ideas and clarify the doubts of the candidates.
representatives

_____ is a widely accepted technique of recruitment though it mostly provides one way communication.
Advertising

Advertising is a widely accepted technique of recruitment though it mostly provides _____ way communication.
one

The **_____** should know what his organisation can offer and what the potential candidate wants
recruiter

Different candidates like young, old, women, men have different needs.
True

_____ should have the talents of an advertising expert, the skills of a salesman and a market research specialist.
Recruiters

Recruiters should have the talents of an_____, the skills of a salesman and a market research specialist.
advertising expert

Recruiters should have the talents of an advertising expert, the skills of a _____ and a market research specialist.
salesman

Recruiters should have the talents of an advertising expert, the skills of a salesman and a_____.
market research specialist

_____ show that male workers desire security, opportunity for advancement, self-determination and freedom in the job
Research studies

According to the_____, the organisations, particularly public sector have to recruit candidates to the specified extent from the scheduled castes, scheduled tribes, backward communities and from specified classes like physically handicapped, ex-servicemen and the like.
Government directive

The obvious guiding policy in _____ is the intention to choose the best qualified and suitable candidate for each unfilled spot and to avoid commitments to those who will not work well
selection

The objective of the selection decision is_____
to choose the individual who can most successfully perform the job from the pool of qualified candidates

The _____ is the system of functions and devices adopted in a given company to ascertain whether the candidates' specifications are matched with the jobs specifications and requirements or not.
selection procedure

The _____ procedure is the system of functions and devices adopted in a given company to ascertain whether the candidates' specifications are matched with the jobs specifications and requirements or not.
Selection

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The selection procedure is_____
the system of functions and devices adopted in a given company to ascertain whether the candidates' specifications are matched with the jobs specifications and requirements or not

The selection procedure cannot be effective until and unless:
1. Requirements of the job to be filled, have been clearly specified (job analysis, etc.)
2. Employee specifications (physical, mental, social, behavioural, etc.) Have been clearly specified
3. Candidates for screening have been attracted

The development of job analyses, human resource planning and recruitment are necessary prerequisites to the_____.
selection process

The development of job analyses, human resource planning and recruitment are necessary prerequisites to the _____ process.
selection

The selection process can be successful if the following preliminaries are satisfied:
1. Someone should have the authority to select
2. There must be some standard of personnel with which a prospective employee may be compared
3. There must be a sufficient number of applicants from whom the required number of employees may be selected.

The _____ should eliminate all unsuccessful candidates so that the time of the line executives need not be spent on such people.
personnel department

The personnel department should eliminate all unsuccessful candidates_____
so that the time of the line executives need not be spent on such people

_____ who can meet job requirements should be made available promptly.
Candidates

_____ is ultimately vested with the authority either to accept or to reject a candidate.
Line executive

Line executive is ultimately vested with the _____ either to accept or to reject a candidate.
authority

Line executive is ultimately vested with the authority either to accept or to reject a_____.
candidate

The _____ has a duty to see that the right types of personnel are selected and placement done wisely.
personnel officer

The personnel officer has a duty to see that the right types of _____ are selected and placement done wisely.
personnel

The organisation has to take these following factors into consideration in selecting an agency or a consultant:
1. Reputation, effectiveness, sincerity and punctuality of the organisation
2. Advertisement copy, design, media of various agencies
3. Amount of fee, payment period and mode
4. Objectivity, fair and justice in selection
5. Selection techniques to be adopted, particularly psychological tests, interview methods
6. Competence of the human resources of the agency/consulting firm.

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The company has to do the following in case of using an agency or a consultant:
1. Briefing the agency about the requirements, terms and conditions of employment
2. Providing job and employee specifications and helping the consultant in modifying them
3. Checking and reviewing the draft of the advertisement
4. Ensuring that all arrangements are made for conducting test and interview

The goal of _____ is to sort out or eliminate those judged unqualified to meet the job and organisational requirements
selection

The goal of _____ is to create a large pool of persons available and willing to work.
recruitment

The goal of selection is_____
to sort out or eliminate those judged unqualified to meet the job and organisational requirements

The goal of recruitment is_____
to create a large pool of persons available and willing to work

The following factors affect the selection decision of candidates
1. Profile matching
2. Organisational and social environment
3. Successive hurdles

_____ regarding the selection of the candidates (who are known) is taken in advance.
Tentative decision

_____ decision regarding the selection of the candidates (who are known) is taken in advance.
Tentative

Tentative decision regarding the selection of the candidates (who are known) is taken in_____.
advance

Tentative decision regarding the selection of the candidates (who are known) is _____.
taken in advance

Tentative decision regarding the _____ of the candidates (who are known) is taken in advance.
selection

Tentative decision regarding the selection of the _____ (who are known) is taken in advance.
candidates

Normally the _____ about the known candidates is selected at interview stage.
decision

Normally the decision about the known candidates is selected at _____stage.
interview

Normally the decision about the known candidates is selected at interview stage.
True

Normally the decision about the known candidates is selected at_____.
interview stage

Candidates who are eminently suitable for the job may fail as successful employees due to_____
varying organisational and social environment

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Multiple _____ are based on the assumption that a deficiency in one factor can be counterbalanced by an excess amount of another.
correlations

A _____ is routed through all the selection steps before a decision is made.
candidate

A candidate is routed through all the selection steps before a _____ is made.
decision

A candidate is routed through all the selection steps before a decision is made.
True

The _____ is taken into account in the selection tests.
composite test score index

The composite test score _____ is taken into account in the selection tests.
index

The _____ test score index is taken into account in the selection tests.
composite

The composite test score index is taken into account in the_____.
selection tests

The composite _____ score index is taken into account in the selection tests.
test

The composite test _____ index is taken into account in the selection tests.
score

The composite test score index is taken into account in the selection tests.
True

Every organisation has to follow a systematic selection procedure_____
since problems with the employee start after his selection and employment

If an organisation selects a wrong person_____
it has to face a number of problems with him

Every organisation is influenced by the _____ factors as it is part and parcel of the society.
social

Every organisation is influenced by the _____ as it is part and parcel of the society.
social factors

Every organisation is influenced by the social factors as it is _____ and_____ of the society.
part and parcel

There is no _____ process that can be followed by all the companies in all the areas
standard selection

There is no standard selection process that can be followed by all the companies in all the areas
True

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_____ employs several methods of collecting information about the candidate's qualifications, experience, physical and mental ability, nature and behaviour, knowledge, aptitude and the like for judging whether a given applicant is or is not suitable for the job.
Selection procedure

The _____ is not a single act but is essentially a series of methods or stages by which different types of information can be secured through various selection techniques.
selection procedure

_____ is the basis for selecting the right candidate.
Job analysis

_____ refers to the process of searching for prospective employees and stimulating them to apply for jobs in an organisation.
Recruitment

_____ is the basis for the remaining techniques of the selection and the latter varies depending upon the former.
Recruitment

Application form is also known as_____.
application blank

The technique of _____ is traditional and widely accepted for securing information from the prospective candidates.
application blank

The technique of application blank is traditional and widely accepted for _____from the prospective candidates.
securing information

The _____ is to solicit necessary information from the prospective applicants to assess the applicant's suitability to the job.
preliminary interview

_____ is useful as a process of eliminating the undesirable and unsuitable candidates.
Preliminary interview

Preliminary interview is useful as a process of eliminating the _____ and_____ candidates.
undesirable and unsuitable

If a candidate satisfies the _____ regarding most of the areas he may be selected for further process.
job requirements

_____ are short and known as stand-up interviews or sizing-up of the applicants or screening interviews.
Preliminary interviews

_____ is used in order to secure further information regarding the suitability of the candidate for the job.
Group discussion

_____ is a method where groups of the successful applicants are brought around a conference table and are asked to discuss either a case study or a subject matter.
Group discussion

The _____ in the group are required to analyse, discuss, find alternative solutions and select the sound solution.
candidates

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The candidates in the _____ are required to analyse, discuss, find alternative solutions and select the sound solution.
Group

A _____ observe the candidates in the areas of initiating the discussion, explaining the problem, soliciting unrevealing information based on the given information and using common sense, keenly observing the discussion of others, clarifying controversial issues, influencing others, speaking effectively, concealing and mediating arguments among the participants and summarizing or concluding aptly.
selection panel

The objective of _____ is to solicit further information to assess the employee suitability to the job.
tests

The objective of tests is_____
to solicit further information to assess the employee suitability to the job

_____ measures various factors like capacity for comprehension and reasoning, word-fluency, verbal comprehension, numbers, memory, space, picture arrangements etc.
Intelligence test

_____ measure whether an individual has the capacity to learn a given job if he is given adequate training.
Aptitude test

_____ is a capacity to learn in future
Aptitude

_____ is what one has accomplished.
Achievement

The purpose of _____ is to find out the types of work in which a candidate is interest (likes and dislikes) personality tests are similar to interest tests, in that, they involve a serious problem of obtaining honest answers.
Interest test and personality test

_____ seek to evaluate the applicant's ability to apply knowledge judiciously in solving a problem.
Judgment test

_____ measures a candidate's ability to project his personality into free responses about ambiguous pictures shown to him.
Projective test

_____ is usually followed by testing.
Final interview

Final interview is usually followed by_____.
testing

The most essential step in the process of selection is _____
Final interview

_____ reveals whether or not a candidate possesses physical qualities like clear vision, perfect hearing, unusual stamina, tolerance of hard working conditions, clear tone, etc
Medical examination

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After completion of the final interview and medical examination, the personnel department will engage in_____.
checking references

The _____ concerned has to make the final decision whether to select or reject a candidate after soliciting the required information through different techniques discussed earlier.
line manager

Probation period generally ranges between_____.
six months and two years

_____ is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job.
Placement

_____ is a matching of what the supervisor has reason to think he can do with the job demands (job requirements).
Placement

_____ is the process of receiving and welcoming all employees when they first join a company and giving them the basic information they need to settle down quickly and happily and start work.
Induction

_____ is necessary to reduce reality shock.
Induction

Induction is necessary to reduce_____.
reality shock

_____, handbook, film, group seminar are used to impart the information to new employees about the environment of the job and the organisation in order to make the new employee acquaint himself with the new surroundings.
Lecture

Lecture, _____, film, group seminar are used to impart the information to new employees about the environment of the job and the organisation in order to make the new employee acquaint himself with the new surroundings.
handbook

Lecture, handbook, _____, group seminar are used to impart the information to new employees about the environment of the job and the organisation in order to make the new employee acquaint himself with the new surroundings.
film

Lecture, handbook, film, _____ are used to impart the information to new employees about the environment of the job and the organisation in order to make the new employee acquaint himself with the new surroundings.
group seminar

_____ is organizational effort aimed at helping an employee to acquire basic skills required for the efficient execution of the functions for which he was hired.
Training

_____ deals with the activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organizational hierarchy.
Development

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_____ is a function of ability, will and situational factors.
Employee productivity

Employee productivity is a function of_____, will and situational factors.
ability

Employee productivity is a function of ability, _____ and situational factors.
will

Employee productivity is a function of ability, will and_____.
situational factors

Employee _____ is a function of ability, will and situational factors.
productivity

_____ productivity is a function of ability, will and situational factors.
Employee

Employee productivity is a function of_____
ability, will and situational factors

An organization may have employees of ability and determination, with appropriate equipment and managerial support yet productivity falls below expected standards.
True

The missing factor in many cases is_____
the lack of adequate skills, and knowledge, which are acquired through training and development

When a company starts experiencing warning signs it should consider_____.
training

The main objectives of training employees include:

- Increased productivity
- Lower turnover rate
- Higher morale
- Better coordination

A well trained employee is capable of producing more than an untrained employee of equal_____.
physical ability

The success or failure of an organization depends on employees'_____.
productivity

A well trained salesman produces more than his counterparts of lesser training (other things being equal).
True

A well trained _____ produces more than his counterparts of lesser training (other things being equal).
salesman

An untrained employee is like _____
a dull school pupil

A man who is _____ has confidence in his ability to perform.
trained

A man who is trained has _____ in his ability to perform.
confidence

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A man who is trained has confidence in his ability to_____.
perform

A man who is trained has confidence in his _____ to perform.
ability

A trained employee derives _____ from his work which promotes his morale.
intrinsic satisfaction

A _____ derives intrinsic satisfaction from his work which promotes his morale.
trained employee

A trained employee derives intrinsic satisfaction from his work which promotes his_____.
morale

A trained employee derives intrinsic _____ from his work which promotes his morale.
satisfaction

A trained employee derives _____ satisfaction from his work which promotes his morale.
intrinsic

Organizations that have regular training programmes give employees _____
the feeling of being wanted and something to look up to

_____ helps in the coordination of men and material.
Training

Training helps in the coordination of_____ and_____.
men and material

During the_____, employees are taught company expectations and objectives.
training programme

_____ increases absenteeism rate, low output, poor quality and rejects and results in high cost.
Lack of training

Lack of training _____
increases absenteeism rate, low output, poor quality and rejects and results in high cost

The need for _____ increases as a result of new technology, new products, variety of new customers and other factors such as competitive strategy of competitors.
training

The need for training increases _____
as a result of new technology, new products, variety of new customers and other factors such as competitive strategy of competitors

To mount a training programme requires _____.
systems analysis

Training could be a waste of time and resources if_____
the area of emphasis in training is not properly isolated

Training resource personnel could be drawn from the following in the organization
(1) Company regular line executives
(2) Staff personnel in the organization

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(3) Outside specialists or consultants

_____ are used when the required expertise is not available in the organization.
Outside specialists

A good trainer should be identified before training commences.
True

A' good trainer is one who _____
encourages maximum participation of employees, has a positive attitude, shows enthusiasm in what he is doing and has confidence in himself

A _____ can be likened to an actor.
trainer

A trainer can be likened to_____.
an actor

The most popular training methods in use include the following

- On the job training
- Apprenticeship programmes
- Job rotation
- Vestibule training
- Role playing

One of the advantages of on the job training is that_____
it minimizes the problem of transfer of learning associated with other methods of training

The major disadvantage on the job training is that_____
the trainer could pick up bad habits

_____ method of training is employed when extensive practice or technical knowledge is required to perform a job.
Apprenticeship programmes

_____ is a training device that makes it necessary to move the trainee from one department or unit to another to master what goes on in that section.
Job rotation

_____ is a training device that trains the employ off his regular work area but in an environment closely 'resembling his work place.
Vestibule training

The advantage of vestibule training is that _____
costly mistakes are avoided and the problem of transfer of training is enhanced as the trainee practices with identical equipment and tools

_____ is a technique of training where the trainee plays the part of a certain character or acts in an event.
Role playing

_____ is very exciting as it challenges the imagination of the employee.
Role playing

_____ promotes retention as it heightens imagination, ingenuity and resourcefulness.
Role playing

A good training can last for only a few hours or weeks

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True

Every employee should know the _____ which should come after his performance appraisal.
training circle

Every employee should know the training circle which should come after his_____.
performance appraisal

The purpose of evaluating a training programme is to _____
determine its effectiveness

A training programme is _____ if it has achieved the purpose for which it was designed.
effective

A training programme is effective _____
if it has achieved the purpose for which it was designed

A _____ is effective if it has achieved the purpose for which it was designed.
training programme

The most objective way of evaluating a programme is to:
(1) Obtain the honest and unbiased assessment from the trainees
(2) Determine if in fact learning occurred by administering tests – oral or written
(3) Determine if the company has benefited by it through reduction in costs, better morale, increased productivity, reduced absenteeism rate or reduced rate of staff turnover.

One of the major pitfalls of training programmes in Nigeria is_____
the lack of positive reinforcement and the lack of opportunity for the trainee to actively practise what he has learnt

The importance of qualified manpower in the social, political and economic development of any nation can hardly be overstated.
True

No nation is known to have attained sustained high level of economic growth and development without an ample supply of_____.
qualified manpower

No nation is known to have attained sustained high level of economic growth and development without an ample supply of qualified manpower.
True

The importance of _____ in the social, political and economic development of any nation can hardly be overstated.
qualified manpower

The essence of any manpower programme is to_____
enhance the welfare of workers by maximizing their skills and the quality and quantity of then employment opportunity and in so doing, add to the country's economic strength

_____ saw human resources development as the process of increasing the knowledge, the skills, and the capacities of all the people in a society.
Professor Harbison

Professor Harbison saw _____ as the process of increasing the knowledge, the skills, and the capacities of all the people in a society.
human resources development

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_____ is the accumulation of human capital and its effective investment in the development of an economy
Human resources development

The _____ of any nation is intricately interwoven with her economic and social development.
manpower programme

The manpower programme of any nation is intricately interwoven with her _____ and_____ development.
economic and social

The _____ is responsible for the periodic appraisal of requirements for manpower in all occupations and the development of measures for in-service training of employed manpower both in the public and private sectors.
National Manpower Board

The _____ was established to provide diverse training facilities for senior managers of the economy.
Administrative Staff College of Nigeria (ASCON)

The Administrative Staff College of Nigeria (ASCON) was established to _____
provide diverse training facilities for senior managers of the economy

ASCON stands for_____
Administrative Staff College of Nigeria

C.M.D. stands for_____
Centre for Management Development

_____ was established to promote and encourage the acquisition of skills in industry and commerce with a view to generating a pool of indigenous trained manpower sufficient to meet the needs of the economy.
The Industrial Training Fund

I.T.F. stands for_____
The Industrial Training Fund

A _____ reveals that promotion is the most valued organizational reward by senior staff.
national survey

A national survey reveals that _____ is the most valued organizational reward by senior staff.
promotion

A national survey reveals that promotion is the most valued organizational _____ by senior staff.
reward

A national survey reveals that promotion is the most valued organizational reward by _____staff.
senior

_____ gets an employee ready for a rise in the organizational hierarchy.
Management development

Management development gets an employee ready for a rise in the_____.
organizational hierarchy

Management development gets an _____ ready for a rise in the organizational hierarchy.
employee

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_____ gives a sense of self-fulfillment and its denial especially when one thinks one merit it deflects one's ego.
Promotion

Promotion gives a sense of _____ and its denial especially when one thinks one merit it deflects one's ego.
self-fulfillment

Promotion gives a sense of self-fulfillment and its denial especially when one thinks one merit it deflects one's_____.
ego

No organization can continue to survive and grow in our dynamic environment that forgets to develop its managerial cadre.
True

The _____ is the first step required in the preparation for management development.
development of objectives

The development of _____ is the first step required in the preparation for management development.
objectives

_____ give a sense of purpose and direction.
Objectives

Objectives give a sense of _____ and direction.
purpose

Objectives give a sense of purpose and_____.
direction

Objectives give a sense of_____ and_____.
purpose and direction

The following factors are used in determining the value of human assets:
(1) Intelligence and aptitude
(2) Training
(3) Level of performance
(4) Motivation
(5) Quality of leadership
(6) Degree of team work
(7) Communication system
(8) Coordination of efforts

_____ involves a systematic procedure to develop the manpower required.
Implementation

There is a need for constant _____ to ensure that the needs are being met.
evaluation

There is a need for constant evaluation to _____
ensure that the needs are being met

Management development programmes are growing very rapidly in Nigeria.
True

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A study of _____ companies indicated: that 85% had annual management development programmes in one form or the other.
102

A study of 102 companies indicated: that _____had annual management development programmes in one form or the other.
85%

The techniques used in management development programmes in Nigeria include

- Lectures
- Role playing
- Attendance at conferences
- Short courses overseas
- University evening programmes
- In-plant training courses and workshops

The _____ of participants is determined by top management.
selection

The selection of _____ is determined by top management.
participants

The selection of participants is determined by_____.
top management

All management development programmes in Nigeria are optional
True

_____ perceive the opportunity to attend short management development programmes overseas as a special recognition and nobody misses the opportunity except in very rare cases.
Employees

The following are techniques of management development methods

- Coaching
- Assisting
- Special assignments
- Conferences, seminars and workshops

_____ have been used as successfully as a training technique.
Special assignments
_____ method is ideal for both employee training and management development.
Coaching

In _____ method employees are attached to a supervisor who coaches them on specific concepts.
Coaching

_____ is given as to how well the employee performs.
Instant feedback

The advantage of coaching is that_____
the employees are attached to experienced teachers

_____ is a method of developing subordinates aspiring for management positions.
Assisting

_____ is allowed to attend well organized seminars, conferences or workshops organized by colleges and universities.

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Management personnel

_____ is a management development process whereby simulators are used to represent the actual situation as is the case in training of pilots.
Simulation

At the root of all organizational employee development is _____.
self development

A _____ must want to develop and grow in ability for any programmes to be successful.
manager

As _____ astutely put it, "Every person who pursues a career, as distinct from a job holder should expect to continue his education for the rest of his professional life".
Levinson

Executive obsolescence is here to stay.
True

An _____ who does not know that high speed electronic data processing procedures are about to make him obsolete needs to wake up.
accounting executive

An accounting executive who does not know that high speed electronic data processing procedures are about to make him obsolete needs to_____.
wake up

The _____ who does not know the inroad that new medical technology is making in his profession is already obsolete.
physician

The physician who does not know the inroad that new medical technology is making in his profession is already_____.
obsolete

Employee evaluation has often been called_____
performance appraisal, performance rating or performance evaluation

A _____ is said to be fair or unfair based on employees' preconceived opinion of themselves and one another.
supervisor

The _____ forces the supervisors to make use of retards.
forced choice method

In_____ method the rater is expected to show incidents in the work situation in which the employee being evaluated has shown positive or negative influences in work situations.
Critical incident method

_____ method allows outside specialists to evaluate the employee.
Field review technique

An employee can evaluate himself.
True

_____ can make an employee to evaluate himself, bring out his strengths and weaknesses and even suggest ways of improvement.

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Good motivation

_____ should at least be a yearly activity of management.
Evaluation

The following steps are recommended as effective steps for an employee appraisal system:
(1) Prepare the performance requirements.
(2) Discuss the performance requirement with the employee and adjust them as needed.
(3) Observe what the employee doing.
(4) Evaluate his performance against requirements.
(5) Discuss evaluation with employee.
(6) Take appropriate action.

The following are the key pitfalls in performance rating

- Halo effect
- Rating the man and not the job
- Rating every employee average
- Pressure of time
- Not sharing the result
- Recency

_____ is not an end in itself.
Performance evaluation

Performance evaluation is not an end in itself.
True

_____ should be appraised periodically.
Employees

Employees should be _____ periodically.
appraised

Employees should be appraised_____.
periodically

Employees should be _____.
appraised periodically

The _____ gives the employee the opportunity to correct deficiencies before the formal annual evaluation.
periodic appraisal

The main purpose of an evaluation is not punitive but_____.
corrective

The _____ can assist the supervisor in judging the degree of trust he can place in his subordinate, and trust in his punctual and effective performance
periodic appraisal

The _____ appraisal can assist the supervisor in judging the degree of trust he can place in his subordinate, and trust in his punctual and effective performance
periodic

The "periodic" appraisal can assist the _____ in judging the degree of trust he can place in his subordinate, and trust in his punctual and effective performance
supervisor

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_____ helps the supervisor to determine when an employee's task should be enlarged or diluted.
Periodic evaluation
_____ makes the annual formal evaluation easy and predictable as the subordinate has been receiving feedbacks throughout the year on his performance.
Periodic evaluation

_____ is that energizing force that induces or compels and maintains behaviour.
Motivation

_____ can be defined as an internal psychological process whose presence or absence is inferred from observed performance.
Motivation

Motivated behaviour has _____ basic characteristics
three

The following are the characteristics of motivated behavior
(1) It is sustained – it is maintained for along time until satisfied
(2) It is goal-directed – it seeks to achieve an objective
(3) It results from a felt need – an urge directed towards a need

A _____ creates a tension in the individual who moves in a certain direction in order to achieve the desired objective which reduces the tension.
need

A satisfied need does not motivate
True

An unsatisfied need motivates.
True

To motivate an employee_____
management must create real or imagined need for the employee to aspire

A hierarchy of needs theory was advocated by_____.
Abraham H. Maslow

_____ is the basic need of people – food, clothing and shelter.
Physiological need

An individual's _____ becomes very important to him.
safety

_____ need is often referred to as acceptance need.
Social need

Affection need, esteem need and self-actualisation are_____.
secondary needs

_____, esteem need and self-actualisation are secondary needs.
Affection need

Affection need, _____ and self-actualisation are secondary needs.
esteem need

Affection need, esteem need and _____ are secondary needs.
self-actualisation

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_____ is the fourth need.
Esteem need

Esteem need is the _____ need.
fourth

The _____ need is the "ego" need.
esteem

The esteem need is the _____need.
ego

_____ is the last in Maslow's hierarchy of needs.
Self-actualisation

Self-actualisation need is often called_____.
fulfillment need

_____ succinctly puts it, "what a man can be, he must be".
Maslow

According to_____, some people achieve more than others because they have a greater desire to achieve.
McClelland

According to McClelland, some people achieve more than others because _____
they have a greater desire to achieve

_____ and his colleagues discovered that those who had a greater need for achievement were neither high risk takers, nor low risk takers.
McClelland

McGregor notes, behind every management action or decision are assumptions about_____ and_____.
human nature and human behavior

_____ appears to be universal
Need

Need appears to be _____
universal

A _____ employee has adult characteristics.
motivated

A motivated employee has _____.
adult characteristics

According to Herzberg, the motivators include the following
1. Achievements
2. Recognition
3. Responsibility
4. Advancement
5. Work itself

The dissatisfiers include the following
1. Relationship with supervisors
2. Working condition

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3. Relationship with peers
4. Personal life
5. Compensation (money)

_____ helps the employee to derive recognition, a sense of achievement, growth, and responsibility.
Good job design

_____ raised three important questions about motivation.
M. Scott Myers

M. Scott Myers raised _____ important questions about motivation.
three

M. Scott Myers raised three important questions about_____.
motivation

MBO stands for_____
Management by Objectives

Management by Objectives method was advocated by _____
Peter Drucker

Peter Drucker be consistent postulates that company objectives should be set in all the major areas such as:
1. Productivity
2. Market standing
3. Innovation
4. Physical and financial resources
5. Profitability
6. Manager performance and development
7. Public relations or responsibility
8. Worker performance and attitude

_____ converts company objectives into individual goals and as a result contributes to higher levels of job satisfaction.
MBO

MBO is often called_____.
management by results

_____ is a systematic, economic and rational way of making decisions today that will affect tomorrow
Planning

GNP stands for_____
Gross National Product

Good economic trends assist in the growth of the company.
True

_____ predict the new technological developments that may change the operations of an organisation.
Technological forecasts

The _____ may be working to employ a different marketing strategy for the product or bringing out a substitute for the product which could be cheaper and easily acceptable.
competitor

_____ involve predicting changes in the consumer tastes, demands and attitudes.
Social forecasts

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In the_____, the trend was to buy small economic cars.
1970's

In the_____, the trend is back to luxury and comfort.
1980's

The _____ is changing in its structure.
labour force

People are becoming more educated.
True

More women are in the_____.
Workforce

_____, as defined by Webster's New Collegiate Dictionary "is a prediction and its purpose is to calculate and predict some future event or condition".
Forecasting

_____ implies the act of making a detailed analysis of the future and this knowledge is an essential and important ingredient of the planning process.
Forecasting

_____observed that "plans are a synthesis of various forecasts: annual, long-term, short-term, and special".
Henry Fayol (1949)

_____ may be defined as a form of intuitional and considered judgements based on feelings and opinions known as "guessing" or it could be based upon a rational study and analysis of pertinent data, known as "scientific forecasting".
Forecasting

Forecasting may be defined as a form of intuitional and considered judgements based on feelings and opinions known as "guessing" or it could be based upon a rational study and analysis of pertinent data, known as_____.
scientific forecasting

_____ depends upon an analysis of past events and current conditions with a view to drawing inferences and conclusions about future events.
Forecasting

The following are essentials of the forecasting process

- Prepare the groundwork
- Establishing future business
- Comparing actual with estimated results
- Refining the forecasts

The _____ preparation requires a thorough study, investigation and analysis of the company, its products, its market share, its organisational structure and the industry.
Groundwork

The future expectancy of the business can be reasonably computed from the past _____
data

There are basically _____ broad categories of forecasting techniques.
two

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There are basically two broad categories of forecasting techniques. These are:_____ and_____
qualitative techniques and quantitative techniques

_____ techniques are primarily based upon judgement and intuition and especially when sufficient information and data is not available to that complex quantitative techniques cannot be used.
Qualitative techniques

_____ are based on the analysis of the past data and its trends which may or may not remain the same.
Quantitative methods

_____ techniques emphasise human judgement which may identify unexpected future threats or opportunities.
Qualitative forecasting

_____ is the method by which the relevant opinions of experts are taken, combined and averaged.
Jury of executive opinion

_____ approach involves the opinions of the sales force and these opinions are primarily taken into consideration for forecasting future sales.
Opinions of salespersons

_____ method involves a survey of the customers as to their future needs.
Consumer expectations

The Delphi method was developed by _____
Rand Corporation

The Delphi method was developed by Rand Corporation in_____
1969

_____ use statistical analysis and other mathematical models to predict future events, primarily based upon past activities.
Quantitative techniques

_____ analysis is based on the assumption that past activities are good indication of future activities.
Time series analysis

_____ are the changes that have taken place as a result of economic booms or depressions.
Cyclical variations

_____ is the organizational process that permits the transfer 'of authority from a superior to a subordinate.
Delegation

_____ originates from the fact that one person alone cannot successfully discharge all the responsibilities in an organization.
Delegation

Delegation involves _____.
accountability

_____ means answering for the use of your formal authority by someone else.
Accountability

_____ principle states that "although responsibility may be assigned and authority may be delegated to subordinates accountability to one's superior can neither be assigned nor delegated."

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Absoluteness of Accountability

Accountability to one's superior is absolute and not transferable.
True

_____ principle states that "a subordinate should be accountable to one and only one; superior at a time".
Principles of Unity of Command

The principle of unity of command is sometimes violated where _____ exists.
functional authority

_____ helps in training employees to assume responsibility and learn to be accountable for assigned tasks.
Delegation

_____ helps managers to spend less time on specific technical activities or routine decision making and concentrate their efforts on other strategic management problems.
Effective delegation

The _____ is one who does not only delegate authority and assign responsibility but also wishes to add to them always.
ideal manager

A manager does not abdicate his responsibility and accountability by delegation.
True

Constant _____ is necessary in order to avert costly mistakes of subordinates.
feedback

An organization is said to be _____ if authority to make decisions is delegated to managers at the lower ladders of the organizational hierarchy.
decentralized

An organization is said to be decentralized_____
if authority to make decisions is delegated to managers at the lower ladders of the organizational hierarchy

Decentralization is encouraged in all modern organizations because_____
it promotes initiative and flexibility and helps in the development of subordinates by helping them to participate in decision making

_____ promotes directional control, coordination, specialization, standardization, economies of scale and the use of various cost saving devices.
Centralization

_____ of operations to small units facilitates decision making and brings the decision making authority very close to the point of operation.
Decentralization

Decentralization of operations to _____ facilitates decision making and brings the decision making authority very close to the point of operation.
small units

Decentralization of operations to small units facilitates _____ and brings the decision making authority very close to the point of operation.
decision making

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_____ that would affect more than one department located in different geographical areas are best centralized for easier coordination.
Decisions

Decisions that would affect more than one department located in different geographical areas are best centralized for easier_____.
coordination

_____ promotes delegation and supervision with predictable results.
Specialization

_____ permits the use of special equipment and machines which help to reduce duplication to a minimum.
Specialization

Specialization promotes _____ and_____ with predictable results.
delegation and supervision

Specialization promotes delegation and supervision with _____ results.
predictable

Specialization permits the use of special equipment and machines which help to reduce _____to a minimum.
duplication

Specialization promotes delegation and supervision with predictable_____.
results

_____ deals with the number of subordinates that an executive can' manage effectively.
Span of control

The following are factors that determine the span of management

- Ability of the supervisor
- Ability of the employees
- Type of work
- Geographical location
- Congruency of goais

Individuals differ in their ability to execute tasks successfully.
True

The type of work employees are doing will influence the span of control.
True

Generally, in designing the organization, it is the ability of the _____ that will be used to determine the span of control.
average supervisor

_____ used a mathematical equation to arrive at the conclusion that only a narrow span of management would make for efficient management.
Graicunas

Graicunas used a mathematical equation to arrive at the conclusion that_____
only a narrow span of management would make for efficient management

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_____ is seen as behaviour from ultimately destructive activities, no matter how immediately profitable and which leads in the direction of positive contributions to human betterment.
Social responsibility

The frequently mentioned social responsibility include
(1) Avoiding of smuggling
(2) Fair advertising
(3) Fair advertising
(4) Price control
(5) Environmental sanitation
(6) Product safety

In business there are absolutely no right or wrong decisions but _____ choices
Intelligent

_____ organization is as old as management
Human

_____practiced management in the pre – industrial period
Africa

In order to increase employee productivity_____ was what to do
Preoccupation

The father of scientific management is Fredrick W. _____
Taylor

The first principle of management as advocated by _____
Henri Fayol

_____ basic elements was identified by frank in on – the – job motions
17

The article of Harold Koontz is the management theory of _____
Jungle

An orderly study of job requirement is _____
Job analysis

_____ is another name for free – reign leadership
Laissez – faire

The process of passing information and understanding from one person to another is known as _____
Communication

The physical from of though which can be experienced and understood by senses is _____
Message

_____ suggested that people's interpretations of communications coincides with the already held benefits and attitude
Donald Robert

The only way to ascertain as to how the message was interpreted is_____
Feedback

The other half of taking is _____
Listening

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In the hierarchy of functions exercised by management organization is _____
Second

Getting things done through others is known is _____
Management

_____ is seen as a group of people by other
Management

_____ oversee the function of other people who must work in subordinate position
Managers

The _____ school and the decision theory school has a class relationship
Management

When the demands of a task on hand are ambiguous _____ is needed
Directive

_____ is one of the fore – runners of Taylor
Babbage

An excellent source for highly disciplined veterans is _____
Military centres

_____ is referred to as technical and mechanical skills
Training

The process of choosing the right candidate from a pool of applicant is termed _____
Selection

The most obvious sources which are primarily within the organisation itself is ____
Internal sources

_____ was intended to bring about a complete mental revolution which must occur in the minds of the workmen and management
Scientific management

_____ is influenced by final selection
Past experience

_____ is blamed when its organization fails
Management

One of the most important human activities that permeate all organisation is _____
Managing

_____ ensures that every member of the group contributes his best
Managing

People who are primarily responsible for the achievement of organizational goals are _____
Managers

In making decisions and evaluating its consequences scientific management uses _____ method
Science

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The content used in business to highlight the inter – relationship between the functional area of management is _____
systems

Human relations school places emphasis on the understanding of employees by _____
Management

_____ theory school believes in rational decision making
Decision

A successful manager blends experience with _____ in order to achieve a desired result
Science

Most researches in management deals with _____ to establish validity and reliability
Facts

A scholarly grouping of concepts and _____ creates a theory
Principles

Management theory attempt to present in a concerted manner loose facts about _____ behaviour in organization
Human

Manager's functions are managerial, not _____
Technical

_____ control organization activities
Managers

When the goals of the individual and the goals of the organisations are the same, we have goal _____
Congruency

Advertising will stress quality and service and not _____
Price

There was a time economists believed that the sole purpose of any business was to maximize _____
Profit

Organizations and _____ function better when there is goal cogency
Individual

The aim of the civil service is to _____
Serve the people

The punishment for the violation of Niles in an organisation is _____
Immediate dismissal

The ethical standards of a company are determined by the ethical standards of the _____
Executive

_____ management school placed special emphasis upon production
Scientific

_____ advocated placing workers on a piece of work in order to encourage them to earn more
Fedrick

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The gathering analysis and codification of all rule of thumb and data existing in business is one of _____ principles of management
Taylor

Taylor was _____ for his lack of humanitarian concept
applauded

_____ spent his life working on the difference engine
Charles

Division of labour and specialization is one of _____ contributions to the field of management
Frank

_____ was production was used to illustrate the benefits of division of labour pointing out the savings in time
Needle

_____ stressed the need for replacing manual operations by automatic machinery
Taylor

_____ is known for his work on time and motion studies
Taylor

Whose book is cheaper by the Dozen?
Taylor

The following are part of the basic elements in on the job motions except
Sea

_____ developed a flow chart which highlighted the need for breaking an operation into unit and steps
Frank

The first principles of management were advocated by _____
Frank

_____ isolated a set of principles that have been thought to managers and students of management
Fayol

Human relations was advocated by _____
Babbage

Unity of command is one of _____ principle of management
Fayol

The management theory jungle is the article of _____
Harold

_____ grouped Henri and Taylor to the same school
Mayo

_____ school concentrates on the interpersonal relationship between managers and workers
Decision theory

_____ school classify themselves as management scientist
Mathematical

_____ is one of the most important human activities that permeate all organization

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Managing

It is the _____ responsibility to ensure that every member of the group contributes his best
C.EO

_____ are people who are primarily responsible for the achievement of organizational goals
Employees

Any organization that fails to realize its objective often blames it on _____
employees

_____ is the individual to provide the dynamic force or direction
Manager

_____ is defined as the co-ordinator of all the resources of an organization through the process of planning, organizing, directing and controlling in order to attain organizational objectives
Manage

_____ require technical skill and conceptual ability
Art

_____ must posses the know – how in order to create a desired object
Scientist

Scientific management uses the methods of _____ in making decisions and evaluating its consequences
hypothesis

_____ concept is often used in business to highlight the interrelationship between the functional areas of management.
The system

One of the following is an example of a system_____
Motor car

For the sales department to meet delivery dates promised to customers. It has to rely on the _____ target
Maintaining

The success of any system depends on the relationship between the system and its_____
Production

The major organizational goals include the following except _____
Survival

_____ is the selection of alternative course of action from available alternatives in order to achieve a given objective
Selecting

Decision making can be classified into the following except_____
Decision making under certainty

_____ decision requires the decision maker to acquire a thorough understanding of the problem in order to make an intelligent choice
Rational

The final selection is influenced by the decision maker's_____
Further experience

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Factors involved in securing acceptance include the following except_____
Effective communication

_____ could be seen as a group of people assembled together to take action on an administrative task
Management

The success or failure of a committee in most instanc3s depends on the _____
Manager

The success or failure of a committee in most instanc3s depends on the _____
Manager

All organizations with more than _____ employees have one form of committee or the other
30

A_____ committee is one that comes up with new ideas, new approaches and new ways of doing thing
Creative

_____ system is used in determining the optimal utilisation of a facility in an intermittent service
Queening theory

_____ is a means of ensuring that the important organizational objectives are accomplished as an when desired
Selecting

Long range plans are more risk due to _____ environment
Social

Intermediate planning covers a time frame of about _____
2 months to 6 years

_____ is an action plan which sets the direction that a company will be taking
Decision

The following are the types of strategies except_____
Stability

Scientific management is to increase the _____ of the average employee
output

_____ is often referred to as the father of scientific management
Fredric W. Taylor

Scientific management was intended to bring about a complete mental revolution which must occur in the mind of the workmen and _____
management

The main _____ was what to do in order to increase employee productivity
pre - occupation

Egyptian carried out activities such as the following except_____
shoemaking

What is said of Ghana can be said of _____
Mali

Ghana's judicial system had both a _____ court and a court of appeal

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lower

The well - known kingdom of Ghana, Mali and Songhai are known to have had a wonderful _____ system
administrative

In the pre-industrial period, management was practiced by various part of the world including_____
Africa

Management is as old as _____ organization
human

_____ used a mathematical equation to arrive at the conclusion that only a narrow span of management would make for efficient management.
Graicunas

_____ deals with the number of subordinates that an executive can manage effectively.
Span of control

_____ promotes delegation and supervision with predictable results.
Specialization

One of the major factors that promote decentralization is task _____
specialization

Effective_____ helps managers to spend less time on specific technical activities
delegation

The principle of _____is sometimes violated where functional authority exists.
unity of command

_____ means answering for the use of your formal authority by someone else.
Accountability

Duncan _____has indicated that econometric models are used in predicting the student enrolment at universities.
1975

_____models are more complex in nature and involve interrelationships of many variables tied together in a quantitative model.
Causal

_____are the changes that have taken place as a result of economic booms or depressions.
Cyclical variations

_____is based on the assumption that past activities are good indication of future activities.
Time series analysis

_____is the last in Maslow's hierarchy of needs.
Self-actualisation Need

_____method is ideal for both employee training and management development.
Coaching

_____ is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job.
placement

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_____ seek to evaluate the applicant's ability to apply knowledge judiciously in solving a problem.
Judgement test

_____ is to solicit necessary information from the prospective applicants to assess the applicant's suitability to the job.
Preliminary interview

_____ techniques are the means or media by which management contacts prospective employees or provides necessary information.
Recruitment

_____ is a process of choosing the right candidate from a pool of applicants.
Selection

_____ include mental dexterity, analytical ability, intuitive judgement, alertness and ability to concentrate.
Psychological characteristics

_____ is a personal power acquired by expertise in a field or area.
Expert Power

_____ conducted extensive studies in this area and developed a scale to identify different types of leaders.
Fiedler's contingency theory

The _____of leadership has suffered from lack of conclusiveness and over-simplifications.
trait theory

_____ leadership occurs when a person is appointed or elected as an authority figure.
formal

Leadership is an integral part of management and plays a vital role in _____operations.
managerial

_____ is often referred to as the father of Scientific Management.
Abraham Maslow

The Management Theory Jungle has classified the major schools of management into _____ broad areas.
six

Goals can be differentiated between official and_____ goals.
Operative

One of the major problems confronting the Nigerian Civil Service is the lack of clear _____
objectives

A decision process is not completed until it is _____
implemented
_____ is one of the highly sought after talents in management.
Creative

_____theory is often called waiting-line theory.
Queuing

The best known definition of management control is given by Anthony in _____

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1965

Employment opportunity is created by _____
Organisations

_____ is as old as human organization.
Management

The scientific management school placed special emphasis upon _____
Production

Gilbreth is known for his work on time and _____ studies.
Motion

The first principles of management were advocated by a French engineer and _____
Geologist

_____ are people who are primarily responsible for the achievement of organizational goals.
Managers

Concepts are the corner stone for the development of_____ and theory.
Principles

Goals can be differentiated between official and _____ goals.
Operative

Good organizational goals help in policy _____ and administration.
Formulation

A typical employee goal can be divided into _____ main groups.
Two

_____ of interest arises when an executive deals with a company in which it has vested interest.
Conflict

_____ making is one of the most crucial activities of management.
Decision

_____ is one of the highly sought after talents in management.
Creative

_____ is concerned with directing the human efforts towards organisational goal achievement.
Direction

Directing and _____comprise the managerial function of guiding, overseeing and leading people.
Leading

Schneider _____ refers to organisational climate as the entire internal environment of the organisation.
1975

The mathematical techniques used as aid to decision making are often called _____
Operations Research

Queuing theory is often called_____.
waiting-line theory

Planning has been defined previously as one of the _____ major functions of management.

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Five

The most comprehensive definition of planning is given by _____
Cyril L. Hudson

The best known definition of management control is given by _____ in 1965
Anthony

_____indicate the financial expenditures involved per unit of activity.
Cost standards

_____ can be expressed as a ratio of net profits to sales.
Profitability

Formal organisation can be seen as a direct opposite of _____ organisation.
Informal

_____ is the process of passing information and understanding from one person to another.
Communication

Communication may be divided into two namely _____ and written.
Oral

Communication may be divided into two namely oral and _____
written

Employment _____ is created by organisations
opportunity

_____ should help in formulating and articulating ethical norms as part of their social responsibility.
Nigeria

The areas in which business organisations should play a_____ role in Nigeria are limitless.
Prominent

_____ tend to increase with increasing task certainty.
Spans
Mass-production companies have a higher span of management than _____firms.
Process

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