



Formation 1 / Certificate in Business and Accounting.

Management in Organisations: MCQ Self - Assessment Questions 1

1. Which one of the following was not included in the factors of production referred to in Fayol's definition of administration?
 - a) Transport
 - b) Capital
 - c) Materials
 - d) Manpower.

2. The 'PESTLE' analysis of the environment refers to the following five elements:
 - a) Political, Economic, Social/Cultural, Technological, Legal, Ecological
 - b) People, Equality, Social/Cultural, Technological, Legal, Ecological
 - c) Pollution, Entertainment, Social/Cultural, Technological, Legal, Ecological
 - d) Production, Economic, Social/Cultural, Turbulence, Legal, Ecological.

3. The 'Utilitarianist' perspective of ethics judges decisions to be morally 'right' or 'wrong' depending on:
 - a) Who makes the decision
 - b) Whether they do the greatest good for the greatest number of people
 - c) How practicable the decision is
 - d) None of the above.

4. Data protection policies usually require that data should be:
 - a) Obtained and processed fairly and lawfully
 - b) In numerical format only
 - c) Removed within one year
 - d) Made freely available to the public.

5. One of the five main types of power found in organisations is Referent Power. This means power that comes from:
 - a) A manager's ability to reward or punish others
 - b) A manager's expertise in the area
 - c) The charisma or identification that a manager has developed
 - d) A manager's position in the organisational hierarchy.

6. The behavioural approach to management focuses on how:
 - a) Psychological and social factors interact with the work environment to influence behaviour
 - b) Pay influences behaviour
 - c) Coercion influences behaviour
 - d) None of the above.

7. In Government economic objectives, fiscal policy covers:
- Interest rates
 - Government expenditure and taxation policy
 - Privatisation
 - Framing expansionary budgets.
8. In organisational terms, the span of control means:
- The amount of discretion given to managers
 - The range of skills required for a particular job
 - The level of financial resources controlled by a manager
 - The number of employees reporting directly to a supervisor.
9. The three main sources of funding for companies are:
- Owner's capital, borrowed money and retained profits
 - Sales, less expenditure plus fixed assets
 - Loans, less interest plus profits
 - Capital expenditure, less depreciation plus grants.
10. According to Tuckman's stages of team development, the 'Norming Stage' involves:
- Disbanding the team
 - Team members first joining the team
 - Agreeing on codes of behaviour expected from each member
 - Sorting out internal power struggles.
11. In HRM terms, the Psychological Contract covers:
- The range of psychometric tests used in the selection of new staff
 - The formal employment contract signed by new staff
 - The unwritten expectations employers and employees have of each other
 - The personality traits required for a specific job.
12. Organisational culture is often defined as:
- "The way things are done around here"
 - "The way our customers treat us"
 - "The extent to which a company sponsors national cultural events"
 - "The main beliefs of a company's largest creditor"
13. According to Herzberg's theory of motivation, hygiene factors are those that:
- Are required under health & safety regulations
 - If improved, can reduce job dissatisfaction but not lead to increased motivation
 - Apply only to the food industry
 - None of the above.
14. Maslow's 'Theory of Human Motivation' suggests that:
- Human motivation is dependent on the desire to satisfy various levels of needs
 - The needs of people in organisations depend on their level of responsibility
 - The organisational hierarchy dictates the needs of all workers
 - There are ten levels of needs identifiable in all humans.

15. The difference between Content and Process motivation theories is:
- a) Content theories explain what needs motivate people and process theories explain how
 - b) Content theories explain how people are motivated by needs and process theories identify these needs
 - c) Content theories relate only to external reward, but process theories cover both internal and external reward
 - d) Content theories relate only to internal reward and process theories relate to external reward.
16. In motivational terms, Job Enrichment means:
- a) Paying a bonus for exceeding targets
 - b) Adding features to a job to make it more satisfying
 - c) Increasing the workload
 - d) Increasing profits by eliminating certain jobs.
17. The structural configuration of an organisation is most visible from its:
- a) Statement of values
 - b) Organisation chart
 - c) Ethical statements
 - d) Profit & Loss Account.
18. Personal networking involves:
- a) Connecting one's PC to the Internet
 - b) Forming a useful range of personal contacts
 - c) Carrying out one's work through the internet
 - d) Working within a confined space.
19. In face-face communication, according to the research carried out by Mehrabian (1970), 93% of our feelings and attitudes are conveyed by:
- a) Our rank
 - b) The words we use
 - c) The visual aids we use
 - d) Our body language.
20. The most effective method of communication for gaining ongoing commitment in organisations is:
- a) Consultation & participation
 - b) Threatening sanctions
 - c) Pay
 - d) Just stating the facts as they are.
21. The most important pre-requisite for effective organisational public relations initiatives is:
- a) Finance
 - b) Knowing the corporate image to be portrayed
 - c) Selecting the most popular medium
 - d) Knowing what competitors are doing.

22. Assertiveness involves:
- a) Always getting your own way
 - b) Conceding every point to the other party
 - c) Making your point, but acknowledging the right of others to make theirs
 - d) Dominating the conversation.
23. 'Active' listening involves:
- a) Hearing and understanding and asking questions
 - b) Telling the other party that you hear them
 - c) Challenging every point made by the other party
 - d) Writing down every point made.
24. Which of the following should be avoided in one-to-one verbal communication?
- a) Unexplained jargon
 - b) Active verbs
 - c) Summarising
 - d) Asking questions.
25. With regards to one-to-one 'in-person' conversations and eye-contact, one should:
- a) Always maintain eye-contact
 - b) Be aware of the culture of the person to whom you are conversing and his / her expectations
 - c) Keep your eyes lowered
 - d) Occasionally glance at the other person.
26. One of the main roles of the chairperson of a committee is to:
- a) Bring about the desired result
 - b) Provide the lead in discussions
 - c) Evaluate the contributions of members
 - d) Ensure the agenda is followed.
27. The 'Hawthorne Studies' were important mainly because they:
- a) Illustrated the importance of introducing technology.
 - b) Revealed the importance of informal work groups in organisations.
 - c) Discovered a new way of measuring piece work.
 - d) Illustrated the importance of proper lighting conditions for computer work.
28. The main difference between HRM and Personnel Management is:
- a) The strategic focus
 - b) Legal requirements
 - c) Health & safety issues
 - d) None of the above.
29. Which of the following is not an objective of workforce planning?
- a) Ensuring that the organisation acquires and retains essential skill sets
 - b) Making the best possible use of human resources
 - c) Training new recruits
 - d) Anticipating HR surpluses and shortages.

30. The Irish Congress of Trade Unions (ICTU) is:
- a) The central coordinating body of the Irish trade union movement
 - b) A meeting held each year by union members
 - c) An umbrella body for employers
 - d) Another name for the Workplace Relations Commission.
31. Performance appraisal is the part of performance management that:
- a) Sets performance standards
 - b) Handles grievances
 - c) Evaluates performance for the year
 - d) Praises employees for work done.
32. The main purpose of an Assessment Centre is to:
- a) Set formal written examinations for front line staff
 - b) Evaluate specific competencies levels
 - c) Mediate on grievances
 - d) Provide remedial training.
33. The main purpose of a job description is to:
- a) Make a job as attractive as possible
 - b) Set out the main tasks and responsibilities of a job
 - c) Evaluate a job for bonus purposes
 - d) Assign a job title.
34. A Learning Organisation is:
- a) One which is in the education industry
 - b) One which nurtures and harnesses learning in all facets of its business
 - c) One which relies on academic support for its existence
 - d) Just another name for a training school.
35. A training needs analysis identifies:
- a) The gap between current and required skill & knowledge levels
 - b) The effectiveness of current training initiatives
 - c) The most effective methodologies to be used for imparting knowledge
 - d) The skills gaps in competitors.
36. The central role of the Labour Court is to:
- a) Investigate and make recommendations on industrial disputes
 - b) Identify the guilty party in disputes
 - c) Set wage rates for each industry
 - d) Investigate fraud in organisations.
37. Transformational Changes in an organisation refers to:
- a) Developing a new product or service
 - b) A fundamental shift in the culture, conduct of business and working practices
 - c) Changes in methods used to transform raw materials into finished products
 - d) A complete shift from two-way to one-way communications.

38. Critical thinking involves:
- a) Thinking only about issues that are critically important to us
 - b) Doing our best thinking only when a situation is critical
 - c) Questioning and evaluating our own assumptions and those of others
 - d) Taking ideas at face value to speed up decision-making.
39. Which of the following is not included in Bloom's Taxonomy for Thinking?
- a) Analysis
 - b) Synthesis
 - c) Evaluation
 - d) Intuition.
40. Socratic questioning is an essential part of:
- a) The 'Balanced Scorecard'
 - b) Critical thinking
 - c) Double-entry bookkeeping
 - d) Designing a staff attitude survey.
41. Simon's concept of 'Bounded Rationality' in decision-making claims that:
- a) Decision-making must always be rational
 - b) Rationality always gets in the way of good decision-making
 - c) Decision-making can be bounded by factors such as limited capacity and emotions
 - d) Managers should always stay within their own boundaries when making decisions.
42. Problem identification and diagnosis is the first formal step in:
- a) The mentoring process
 - b) The decision-making process
 - c) Experiential learning
 - d) Quality control.
43. The main focus of the 'brainstorming' technique is:
- a) Developing cognitive capacity
 - b) Helping to identify leadership qualities
 - c) Idea generation
 - d) Evaluating suggested solutions.
44. When using the 'Delphi Technique' in decision-making, participants are:
- a) Confined in a small space
 - b) Kept apart
 - c) Given a bonus for reaching a quick decision
 - d) Allowed no tea breaks until a decision has been agreed.
45. The 'Balanced Scorecard' approach suggests that company performance should be evaluated on:
- a) Reliable numerical data only
 - b) Staff morale surveys
 - c) Four perspectives: Financial, Customer, Processes and Learning
 - d) Three perspectives: Profit, Sales and Market Share.

46. Whistleblowing legislation is primarily aimed at protecting:
- a) Employees who challenge publicly unpopular management practices
 - b) Individuals who report serious wrongdoing by organisations
 - c) Organisations from the consequences of unauthorised disclosures made by individuals
 - d) Unswerving loyalty to an organisation's board of directors.
47. The most essential characteristic of non-executive directors on a board of directors is:
- a) Professional status
 - b) Useful business networking contacts
 - c) Independence
 - d) Punctuality.
48. The main difference between Mentoring and Coaching is:
- a) One focuses on personal development over time and the other on short-term skills development
 - b) One is done by managers, the other by the board of directors
 - c) One is required by law, the other is not
 - d) One focuses on mental processes, the other on manual dexterity.
49. Stakeholders in a business:
- a) Are its shareholders.
 - b) Cannot include its shareholders.
 - c) Must be registered with the Companies Office.
 - d) None of the above.
50. Henry Mintzberg classified managerial roles into three main categories:
- a) Interpersonal, informational & decisional
 - b) Involvement, Interest & Direction
 - c) Improvisation, Indecision & Delivery
 - d) Interest, Improvement & Delegation.