Principles of Management Practice

Choose one answer per question. Circle A, B, C, or D.

1. A repair cooperative decides what it wants its new service to achieve and chooses an approach before work starts. Which management function is it performing?
   A. Planning
   B. Organizing
   C. Leading
   D. Controlling

2. A dispatch center already has an approved plan. Its manager groups the work into teams, assigns equipment, and sets reporting relationships. Which management function is this?
   A. Leading
   B. Planning
   C. Organizing
   D. Controlling

3. A new service is already approved and staffed. The manager works with hesitant employees, demonstrates how to help customers, and encourages the team to use the new service. Which management function is most evident?
   A. Controlling
   B. Leading
   C. Organizing
   D. Planning

4. A service supervisor measures actual caller wait times, compares them with a set standard, and makes changes when waits are too long. Which management function is this?
   A. Leading
   B. Planning
   C. Organizing
   D. Controlling

5. A studio groups all designers under a design manager, all sales staff under a sales manager, and all account clerks under an accounting manager. What structure does it use?

A. Matrix
B. Functional
C. Geographic
D. Product divisional

6. During a renovation, an engineer reports to the engineering department head for technical standards and to the renovation lead for project deadlines. Both have formal decision authority. What structure does this illustrate?

A. Matrix
B. Functional only
C. Geographic
D. Product divisional

7. A program manager assigns a deputy responsibility for publishing routine notices once they pass the required review. Which added permission lets the deputy carry out that delegated task?

A. Let the deputy measure publication delays and leave publishing with the manager.
B. Let the deputy collect the notices and send each to the manager to publish.
C. Let the deputy change who must review notices and leave publishing with the manager.
D. Let the deputy publish notices that have passed the required review.

8. Three supervisors report directly to a service director. Four assistants report to each supervisor. What is the director’s span of control, measured by direct reports?

A. 12 people
B. 4 people
C. 3 people
D. 15 people

9. A production manager assigns work and determines how staff carry it out. A quality analyst supplies reports and recommendations to that manager. Who has line authority over the production staff in this arrangement?

A. The production manager
B. The quality analyst
C. Both roles equally
D. Neither role

10. A returns desk sets a standard of at most 4 unresolved cases at closing. On Friday, 7 cases are unresolved. What should its control report say?

A. The result is 7 cases above the limit.
B. The result is 3 cases below the limit.
C. The result is 4 cases above the limit.
D. The result is 3 cases above the limit.

11. A company wants each product lead to direct that product’s sales, service, and production. Management accepts that teams with the same specialty may exist in several divisions. Which design meets both conditions?

A. Place those teams under regional directors who handle all products in their regions.
B. Keep those teams under shared specialty heads and give product leads an advisory role.
C. Place separate sales, service, and production teams under each product lead.
D. Keep the teams under specialty heads and appoint a separate coordinator for deadlines.

12. A matrix team assigns release order to the project lead and staff allocations to department leads. The team needs to reorder two releases and borrow a designer. Who decides each change under those rules?

A. The design department lead decides release order, and the project lead decides the designer’s allocation.
B. The project lead decides release order, and the design department lead decides the designer’s allocation.
C. The project lead decides both changes because they affect the project.
D. The design department lead decides both changes because a designer is needed.

13. A center requires at least 90% of requests to pass review across both teams combined. Team A passed 38 of 40 requests and Team B passed 136 of 160. What belongs in the control report?

A. 95% passed, 5 percentage points above the standard.
B. 90% passed, so the center met the standard exactly.
C. 85% passed, 5 percentage points below the standard.
D. 87% passed, 3 percentage points below the standard.

14. An exhibit manager lets a team lead allocate up to 16 staff-hours in total. The manager approves any hours above that cap and remains accountable for the exhibit. Two assignments need 9 and 8 hours. What fits the agreement?

A. The lead requests approval for one extra hour, and the manager stays accountable for the exhibit.
B. The lead approves all 17 hours because each assignment is under 16 hours.
C. The lead requests approval for one extra hour and takes over accountability for the exhibit.
D. The lead approves both assignments because the manager remains accountable for the exhibit.

15. A help desk aims to resolve at least 90% of tickets within one shift and reopen at most 5%. Before a process change the rates were 88% and 8%. Afterward they were 92% and 6%. Which conclusion fits the standards?

A. The reopen target is met. Timely resolution is 2 percentage points below its target.
B. Both targets are met because each measure improved compared with its earlier result.
C. The timely-resolution target is met. Reopens improved and remain 1 percentage point above their limit.
D. Both targets are missed because the two current rates add up to less than 100%.