

Principles of Management
Self-Assessment

Instructions: The self-assessment is designed to determine your understanding of the information presented in this module. After reading the material answer the following questions. Use the scoring key at the end to gauge your understanding of the topic.

The Nature of Managerial Work

1. List four components of the management process. *(4 points)*

_____	_____
_____	_____

2. Name six environmental forces that influence management decisions. *(6 points)*

_____	_____
_____	_____
_____	_____

True or False:

_____ 3. Managers are responsible for getting things done by working on their own.

_____ 4. Mismanagement results form an imbalance in effectiveness and efficiency.

_____ 5. Organizational objectives guide the management process.

_____ 6. Effectiveness in the management process refers to the ability to get things done correctly.

_____ 7. Too much emphasis on efficiency may lead to under utilizing resources.

What Do Managers Do?

8. Within an organization, what three groups of people must managers work with and through *(3 points)*

_____	_____

9. Outside an organization, what four groups of people must managers work with and through?
(4 points)

True or False:

- _____ 10. Managers are responsible for the actions of their subordinates.
- _____ 11. Managers are accountable only for their own work.
- _____ 12. A key attribute of managerial responsibility is setting priorities
- _____ 13. An analytical thinker views the entire task as relates it other tasks.
- _____ 14. Managers may have to resolve disputes within the organization.
- _____ 15. The political role of a manager may involve building alliances.
- _____ 16. When managers represent their organization to outsiders they are acting as politicians.
- _____ 17. Managers may not be held responsible for things over which they have no control.
- _____ 18. It is a manager's job to make difficult but popular decisions.

Match the management function in the right-hand column to the description in the left-hand column. (Note: management functions may be used more than once.)

- | | |
|--|----------------|
| _____ 19. Influencing people so they will contribute to organizational goals | A. Planning |
| _____ 20. Measuring and correcting individual and organizational performance | B. Organising |
| _____ 21. Selecting missions and objectives and the actions to achieve them | C. Staffing |
| _____ 22. Comparing desired results with actual results and taking corrective action | D. Leading |
| _____ 23. Structural considerations | E. Controlling |

_____ 24. Identifying workforce requirements

_____ 25. Motivating employees to improve

Match the managerial role in the right-hand column with the appropriate description in the left-hand column.

_____ 26. Transmits information from outsiders or subordinates to members of the organization

A. Interpersonal figurehead

_____ 27. Searches for opportunities to bring about change

B. Liaison

_____ 28. Responsible for corrective actions

C. Informational monitor

_____ 29. Symbolic head

D. Disseminator

_____ 30. Maintains network of contacts and informers

E. Spokesperson

_____ 31. Represents organization at negotiations

F. Decision-making entrepreneur

_____ 32. Transmits information to outsiders

G. Disturbance handler

_____ 33. Seeks variety of special information

H. Negotiator

Moral and Social Dimensions of Management

True or False:

_____ 34. Ethics and social responsibility are related.

_____ 35. Socially responsible decisions rarely require ethical judgments.

_____ 36. Ethics is the foundation upon which a manager bases many decisions.

_____ 37. Ethics refers to the code of moral principles and values that directs behavior.

38. List five levels of ethical decision-making. (5 points)

_____	_____
_____	_____
_____	_____

True or False:

_____ 39. Business customs that are common in one part of the world may not be acceptable in another part of the world.

_____ 40. Corporate responsibility implies that a manager serves his or her business interest without consideration for society's interest.

_____ 41. Organizations should be accountable for the ecological, environmental and social costs resulting from their actions.

_____ 42. Fundamental to the ethical decision-making process is determining whose interests are involved in understanding the expectations of all stakeholders.

_____ 43. Fostering an ethical culture in an organization begins with a commitment of the lowest level employees.

_____ 44. A code of conduct sets out the guidelines for ethical behavior in an organization.

The Challenges of Management in the Contemporary World

45. List four factors that impact an organization's internal micro-environment. (4 points)

_____	_____
_____	_____

46. List six elements that influence the external or macro-environment in which organizations operate. (6 points)

_____	_____
_____	_____
_____	_____

47. List five features of emerging organizations. (5 points)

True or False:

- _____ 48. Networked organizations require managers to learn team management skills.
- _____ 49. Multi-tasking skills are needed in flexible organizations.
- _____ 50. Greater diversity in the workforce means managers must learn to treat everyone alike.
- _____ 51. Environmental scanning is an important tool for information management.
- _____ 52. Environmental change may be addressed through strategic response or structural change.

Describe and Apply Management Functions of an Organization

Match the organizing principle in the right-hand column with the appropriate description in the left-hand column

- | | |
|---|-------------------------|
| _____ 53. Organizational structure must adapt according to strategy | A. Line of authority |
| _____ 54. Communication channels are as short as possible | B. Single liaison |
| _____ 55. Employee's authority corresponds to his or her responsibilities | C. Span of management |
| _____ 56. Clear lines of authority run from top to bottom | D. Minimum levels |
| _____ 57. The grouping of similar activities allows for group decision-making | E. Specialization |
| _____ 58 Greater specialization corresponds to potential for effective management | F. Homogeneous grouping |

_____ 59. Each employee reports to only one manager

G. Corresponding authority

_____ 60. Factors that determine the size of a manager's influence

H. Elasticity

61. List four steps in the delegation process. (4 points)

True or False:

_____ 62. Coordination is the process whereby management harmonizes the work performed by individuals and sections.

_____ 63. The aim of organizing is coordination.

_____ 64. Control interferes with coordination.

_____ 65. Lack of coordination often leads to loss of time and resources.

_____ 66. Barriers to coordination can be attributed to working conditions and poor management practices.

_____ 67. If execution of a task will benefit from the flow of information between individuals and units, a low level of coordination should be pursued.

_____ 68. A low level of coordination is required for non-repetitive tasks.

_____ 69. A high level of coordination is required in a changing business environment.

_____ 70. Coordination by feedback refers to coordination that provides for adaptations.

_____ 71. Control is important because it prevents crises and it standardizes quality.

_____ 72. Because the decision-making process is rationale it is static and has a set procedures.

_____ 73. The decision-making process ends with the implementation of the decision.

Match the decision-making step in the right-hand column with the appropriate description in the left-hand column. (Note: each decision-making step may be used more than once.)

- | | |
|---|------------------------------|
| _____ 74. Judge alternative solutions under conditions of certainty, risk and uncertainty | A. Investigate the situation |
| | B. Develop alternatives |
| _____ 75. Determine if the end result is in line with the proposed solutions | C. Evaluate alternatives |
| | D. Select best alternative |
| _____ 76. Identify and define the problem | E. Implement the decision |
| _____ 77. Consider more than one alternative solution | F. Evaluate the results |
| _____ 78. Intuition and judgment play a role in this step | |
| _____ 79. Establish decision objectives | |
| _____ 80. A sound decision cannot be optimized through poor implementation | |

Scoring Key

Give yourself 1 point for each correct answer then fill in your total score below.

(1) Planning, organizing, leading, controlling; (2) Political, social, ecological, international, technological, economic; (3) False; (4) True; (5) True; (6) False; (7) True; (8) Subordinates, supervisors, other managers; (9) Customers, clients, suppliers, union representatives; (10) True; (11) False; (12) True; (13) False; (14) True; (15) True; (16) False; (17) False; (18) False; (19) D; (20) E; (21) A; (22) E; (23) B; (24) C; (25) D; (26) D; (27) F; (28) G; (29) A; (30) B; (31) H; (32) E; (33) C; (34) True; (35) False; (36) True; (37) True; (38) Individual, organizational, association, societal, international; (39) True; (40) False; (41) True; (42) True; (43) False; (44) True; (45) The market, suppliers, intermediaries, competitors; (46) Technology, economy, socio-cultural environment, ecological/physical environment, politics, international environment; (47) Networked, flat and lean, flexible, diverse, global; (48) True; (49) True; (50) False; (51) True; (52) True; (53) H; (54) D; (55) G; (56) A; (57) F; (58) E; (59) B; (60) C; (61) Assignment of functions, delegation of authority, assignment of responsibility, creation of accountability; (62) True; (63) True; (64) False; (65) True; (66) True; (67) False; (68) False; (69) True; (70) True; (71) True; (72) False; (73) False; (74) C; (75) F; (76) A; (77) B; (78) D; (79) A; (80) E.

TOTAL SCORE: _____
(Number of correct answers)

Interpret your score:

- 101-112 points: You have a good to excellent understanding of the material.
- 90-100 points: You have a good understanding of the material but should review the information related to the questions that you answered incorrectly.
- 79-89 points: You have an average understanding of the material and should carefully re-read the sections that contain the questions you answered incorrectly.
- ≤78 points: You have an inadequate understanding of the material. Repeat this module before proceeding.

NOTE: The material in this module is intended to provide general principles and guidelines for those working in NGOs and CBOs. To be effective, the reader must also understand national and local rules, regulations, customs and practices that pertain to his or her specific organization.