



MULTIPLE-CHOICE TEST

1. The _____ is the number of people reporting directly to one manager:
 - a. hierarchical level
 - b. organizational structure
 - c. span of control
 - d. department3p.

2. The second stage of team development is called:
 - a. performing
 - b. storming
 - c. forming
 - d. norming3p.

3. The management process from any organisation involves:
 - a. three managerial functions
 - b. five managerial functions
 - c. two managerial functions
 - d. four managerial functions3p.

4. Decisional tree is a method of decision making used for:
 - a. decisions taken under certain conditions
 - b. decisions taken under risky conditions
 - c. decisions taken under uncertain circumstances
 - d. decisions in a hostile environment3p.

5. An organization's activity is based on a large amount of decisions that are adopted _____ and refer to certain domains. Complete this statement with one of the following:
 - a. by participatory management bodies
 - b. at higher hierarchical levels
 - c. by stakeholders
 - d. at various hierarchy levels3p.

6. Valence, a component of the Vroom model concerning motivation, has the following significance:
 - a. the force of the individual's preference for a certain reward (consequence)
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7. A job description may be general or specific. Among the listed features, one is relevant only for the specific job description. Which is this?
- a. it is used in bureaucratic structures
 - b. it is associated with strategies that focus on innovation
 - c. it fits into flat organizational structures
 - d. it fits with flexible management
- 3p.
8. According to their coverage, the decisions are:
- a. top management decisions, middle management decisions and low management decisions
 - b. group decisions and one-person decisions
 - c. predictable decisions and unpredictable decisions
 - d. integral decisions and approved decisions
- 3p.
9. Time horizon of strategic decisions is:
- a. medium
 - b. medium and long
 - c. short and medium
 - d. long
- 3p.
10. In order to be properly exercised, the controlling function must have the following characteristics:
- a. operative, preventive, continuous
 - b. operative, preventive, continuous, corrective
 - c. continuous, preventive, corrective
 - d. operative, preventive, corrective
- 3p.
11. The _____ is the primary entity of the structural organization and it includes the objectives, the tasks and the competences assigned to an employee:
- a. attribution
 - b. department
 - c. job
 - d. process
- 3p.
12. Which of following decisional tools are not used for making the optimum choice under uncertainty?
- a. pessimistic technique
 - b. critical path
 - c. optimistic technique
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13. One of the most important representatives of the school of human relations is:
- a. Abraham Maslow
 - b. Michael Porter
 - c. Henry Fayol
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14. Which of the following authority relationships are regulated within staff structures as, for example, project teams:
- a. hierarchical
 - b. functional
 - c. control
 - d. matrix
- 3p.
15. Depending on the intensity of exercising the functions of management, specialised literature has determined three phases of the management process:
- a. forecasting phase, execution phase and operative phase
 - b. forecasting phase, operative phase and postoperative phase
 - c. planning phase, controlling phase and postoperative phase
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16. Which of the following situations defines an employee's perception of inequity, according to S. Adams's theory?
- a. one receives a higher salary compared to an employee in a similar position
 - b. one receives a lower salary compared to an employee in a similar position
 - c. the growth rate of one's salary is inferior to the inflation rate
 - d. the ratio between one's income and effort deployed is different from the income/effort ratio of another employee with whom one compares oneself
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17. Which of the motivational theories listed below belong to the category of motivational processes?
- a. Vroom's expectancy theory
 - b. Maslow's hierarchy of needs
 - c. Herzberg's two factor theory
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18. In the organization's activities, there are two categories of work processes:
- a. execution processes and coordinating processes
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20. Which of the following documents consists in the graphical representation of the management structure and the functional and operational departments within the organization:
- a. organization chart
 - b. process map
 - c. rules of organization and operation (ROO)
 - d. job description
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21. The _____ consists of all homogeneous attributions conducted to achieve the objectives that present a relatively high degree of generality:
- a. job
 - b. task
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22. Which of the following management principles assumes that each holder of a management or executive position is directly subordinate to a single position:
- a. proximity between the management and the operational levels
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23. Among the listed features, encountered in people with need for achievement (from McClelland's theory), one of them is not correct. Which one?
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 - b. choosing specialists, experts as work partners, rather than friends
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27. The planning function includes:
- a. all the processes by which the results obtained are assessed and compared with the planned objectives, the positive or negative deviations are determined and measures are adopted in order to remove the negative deviations and to generalise the positive ones
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28. Management, as a science, consists in:
- a. developing the process of management, in assigning and using the resources of organization, so the objectives of organisation are achieved under conditions of effectiveness and efficiency
 - b. the use of personal qualities (intuition, talent, experience) of manager in the management process
 - c. the range of knowledge accumulated based on specialised publications (books, courses, journals, other periodicals, scientific presentations) and managerial practice submitted to future generations by the educational system
 - d. the study of management processes within the organisations of any kind with a view to discover new specific concepts, rules, systems, methods and techniques or to perfect the existent ones 3p.
29. The support of coordination is:
- a. communication
 - b. management
 - c. decision
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30. _____ is all personal and social relationships that arise spontaneously between people or groups of people within an organization:
- a. structural organization
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22. The _____ is the primary entity of the structural organization and it includes the objectives, the tasks and the competences assigned to an employee:
- a. attribution
 - b. department
 - c. job
 - d. process
- 3p.
23. Which of following decisional tools are not used for making the optimum choice under uncertainty?
- a. pessimistic technique
 - b. critical path
 - c. optimistic technique
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- 3p.
24. Depending on the intensity of exercising the functions of management, specialised literature has determined three phases of the management process:
- a. forecasting phase, execution phase and operative phase
 - b. forecasting phase, operative phase and postoperative phase
 - c. planning phase, controlling phase and postoperative phase
 - d. execution phase, operative phase and postoperative phase
- 3p.



25. One of the most important representatives of the school of human relations is:
- a. Abraham Maslow
 - b. Michael Porter
 - c. Henry Fayol
 - d. Frederick Winslow Taylor
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26. Which of the following authority relationships are regulated within staff structures as, for example, project teams:
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28. The _____ consists of all homogeneous attributions conducted to achieve the objectives that present a relatively high degree of generality:
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29. Which of the following management principles assumes that each holder of a management or executive position is directly subordinate to a single position:
- a. proximity between the management and the operational levels
 - b. management continuity
 - c. unity of command
 - d. minimal interdepartmental dependence
- 3p.
30. Among the listed features, encountered in people with need for achievement (from McClelland's theory), one of them is not correct. Which one?
- a. high level of personal responsibility
 - b. choosing specialists, experts as work partners, rather than friends
 - c. the need for feedback for their own performance
 - d. high concern for social or affiliation needs
- 3p.



MULTIPLE-CHOICE TEST

1. A job description may be general or specific. Among the listed features, one is relevant only for the specific job description. Which is this?
 - a. it is used in bureaucratic structures
 - b. it is associated with strategies that focus on innovation
 - c. it fits into flat organizational structures
 - d. it fits with flexible management3p.
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7. Which of the following situations defines an employee's perception of inequity, according to S. Adams's theory?
- a. one receives a higher salary compared to an employee in a similar position
 - b. one receives a lower salary compared to an employee in a similar position
 - c. the growth rate of one's salary is inferior to the inflation rate
 - d. the ratio between one's income and effort deployed is different from the income/effort ratio of another employee with whom one compares oneself
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8. $V_{optimal} = \max(\min(a_{ij}))$ is a formula afferent to:
- a. pessimistic technique
 - b. optimistic technique
 - c. Hurwitz technique
 - d. Laplace technique
- 3p.
9. Within Herzberg's theory there are hygiene factors and motivation factors. Which of the following is a motivation factor?
- a. salary
 - b. job security
 - c. working conditions
 - d. work itself
- 3p.
10. Which of the following variants does not correctly reflect one of requirements that decision maker must meet ?
- a. to be able to anticipate the reactions of the persons involved in the decision making process
 - b. to have the capacity to grasp the main trends, changes and essential attributes of the micro and macro environment
 - c. to be in the possession of sufficient information about the issues that are the decision's subject
 - d. to be empowered by the general meeting of shareholders
- 3p.
11. Which of the motivational theories listed below belong to the category of motivational processes?
- a. Vroom's expectancy theory
 - b. Maslow's hierarchy of needs
 - c. Herzberg's two factor theory
 - d. Fiedler's contingency theory
- 3p.
12. An organization's activity is based on a large amount of decisions that are adopted _____ and refer to certain domains. Complete this statement with one of the following:
- a. by participatory management bodies
 - b. at higher hierarchical levels
 - c. by stakeholders
 - d. at various hierarchy levels
- 3p.



13. Valence, a component of the Vroom model concerning motivation, has the following significance:

- a. the force of the individual's preference for a certain reward (consequence)
- b. the belief that performance will lead to rewards
- c. the belief that effort will lead to performance
- d. the ratio between individual objectives and organisational objectives

3p.

14. The _____ is the number of people reporting directly to one manager:

- a. hierarchical level
- b. organizational structure
- c. span of control
- d. department

3p.

15. Decisional tree is a method of decision making used for:

- a. decisions taken under certain conditions
- b. decisions taken under risky conditions
- c. decisions taken under uncertain circumstances
- d. decisions in a hostile environment

3p.

16. _____ is all personal and social relationships that arise spontaneously between people or groups of people within an organization:

- a. structural organization
- b. process organization
- c. informal organization
- d. formal organization

3p.

17. Time horizon of strategical decisions is:

- a. medium
- b. medium and long
- c. short and medium
- d. long

3p.

18. Management, as a science, consists in:

- a. developing the process of management, in assigning and using the resources of organization, so the objectives of organisation are achieved under conditions of effectiveness and efficiency
- b. the use of personal qualities (intuition, talent, experience) of manager in the management process
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- d. the study of management processes within the organisations of any kind with a view to discover new specific concepts, rules, systems, methods and techniques or to perfect the existent ones

3p.



19. The second stage of team development is called:
- a. performing
 - b. storming
 - c. forming
 - d. norming
- 3p.
20. In order to be properly exercised, the controlling function must have the following characteristics:
- a. operative, preventive, continuous
 - b. operative, preventive, continuous, corrective
 - c. continuous, preventive, corrective
 - d. operative, preventive, corrective
- 3p.
21. The management process from any organisation involves:
- a. three managerial functions
 - b. five managerial functions
 - c. two managerial functions
 - d. four managerial functions
- 3p.
22. The planning function includes:
- a. all the processes by which the results obtained are assessed and compared with the planned objectives, the positive or negative deviations are determined and measures are adopted in order to remove the negative deviations and to generalise the positive ones
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