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Question 1

Question Type: MultipleChoice

The view that workers are naturally lazy, avoid responsibility and are without ambition is in line with Theory (Douglas McGregor):

Options:

A- Z

B- X

C- Y

D- A

Answer:

B

Explanation:

X - this view is one end of the extreme spectrum created by McGregor to aid discussion and understanding of management types / styles.

The other extreme being 'Y'.

Question 2

Question Type: MultipleChoice

If the speed of change was incremental, and the extent of change was realignment, what single term might we use to describe this change?

Options:

- A- Evolution
- B- Adaptation
- C- Revolution
- D- Reconstruction

Answer:

B

Explanation:

The correct answer is adaptation.

Question 3

Question Type: MultipleChoice

A team should be a xxxx unit, rather than a collection of individuals'. Select the three words which fit best.

Options:

- A- Combative
- B- Co-operative
- C- Cohesive
- D- Collaborative

Answer:

B, C, D

Explanation:

The odd one out is 'combative' which does not fit.

Any of the others would make sense.

Question 4

Question Type: MultipleChoice

The Mendelow matrix deals with:

Options:

- A-** Products and markets (new or established)
- B-** Level of profit and market risk
- C-** Market share and market growth
- D-** Power and interest of stakeholders

Answer:

D

Explanation:

The matrix helps assess how different stakeholders should be managed, dependent on the extent of their power and interest.

The reference to products and markets is about Ansoff's work; market share and market growth is a reference to work by the Boston Consulting Group.

Question 5

Question Type: MultipleChoice

Taiichi Ohno came up with the notion of the 'wastes'. How many wastes?

Options:

A- 7

B- 5

C- 4

D- 6

Answer:

A

Explanation:

Seven.

Overproduction, inventory, excessive processing, waiting, transportation, motion, defects.

Question 6

Question Type: MultipleChoice

Which two of the following could not be classified as internal triggers for change? A change of:

Options:

- A- Major customer
- B- Leadership
- C- Legislation
- D- Profitability

Answer:

A, C

Explanation:

Both a major customer changes and legislation changes cannot be seen as being internal - they are clearly external. Leadership is obviously internal, and profitability is in theory at least, largely de-termined by management.

Question 7

Question Type: MultipleChoice

'operating at its full potential ... working positively ... getting on with their jobs'

Which of the Tuckman stages of team development is being described here?

Options:

A- Norming

B- Storming

C- Forming

D- Dorming

E- Performing

Answer:

E

Explanation:

The answer is 'performing'. The team has gone through the earlier stages successfully - not always the case - and is now performing well.

Question 8

Question Type: MultipleChoice

R Meredith Belbin made a distinction in his work between 'solo leaders', who were kind-of historic leaders; and 'team leaders' who are seen as being leaders for modern times, or are 'of the future'.

From the list shown, select the one answer which represents the team leader, rather than the solo leader.

Options:

- A-** Seeks conformity: expects all team members to be similar and act and think the same way.
- B-** Sets objectives and separate tasks for individual team members
- C-** Encourages diversity, and lets team members be themselves
- D-** Plays an unlimited role in team activities

Answer:

C

Explanation:

The correct answer is: 'Encourages diversity, and lets team members be themselves'

All of the other behaviours shown are 'solo leadership' behaviours, and are much more directive or even 'interfering'. In Belbin's view, clearly, people should aspire to be 'team leaders' rather than 'solo leaders'.

It might be that some of the famous leaders historically such as Winston Churchill, Alex Ferguson, John F Kennedy, Laurens van der Post, Eva Peron, were 'solo leaders'. ?

Question 9

Question Type: MultipleChoice

'Using expensive equipment for a task when the same task could be done more simply and cheaper another way. Sometimes called "using a sledgehammer to crack a nut" '. Which one of the 'wastes' is being described here?

Options:

- A- Motion
- B- Overproduction
- C- Transportation
- D- Excessive processing

Answer:

D

Explanation:

Excessive processing. One of 'the seven wastes'.

A process might have too long a duration, might be more complex than necessary, might use assets which are over-specified or components which are over-specified.

The other answers given are also examples drawn from the seven wastes.

Question 10

Question Type: MultipleChoice

Which two of the following are not personality traits?

Options:

- A- Conscientiousness
- B- Determination
- C- Ability to use Microsoft Excel
- D- Never been in trouble with the police

Answer:

C, D

Explanation:

Conscientiousness and determination are clearly aspects of personality related to the individual.

Never having been in trouble with the police may be linked to a personality type, but it cannot be described as a personality trait.

All four options may be regarded as desirable by many potential employers.

Question 11

Question Type: MultipleChoice

Fear of the unknown, peer pressure, organisational politics are examples of reasons why people might:

Options:

- A- Invest in a corporation
- B- Resist change
- C- Resist promotion
- D- Take up procurement as a career

Answer:

B

Explanation:

The mood of the QUESTION NO : is that something is to be resisted rather than encouraged - the other three options - investment, procurement and promotion are often seen as positives, not negatives.

The answer is 'resist change' - many humans find change very challenging, especially as there seems to be so much of it around.

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