Test Bank for Understanding Management 10th Daft

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TRUE/FALSE

1 : The most recent U.S. census data show that about one-third of all babies born 2011 were members of minority group.
A : true
B : false

Correct Answer : B

2 : The task environmental dimension includes all elements that occur naturally on Earth, including plants, animals, rocks, and resources such as air, water, and climate.
A : true
B : false

Correct Answer : B

3 : Current employees, management, and especially corporate culture are part of an organizations internal environment.
A : true
B : false

Correct Answer : A

4 : McDonalds, Burger King, and Checkers are competitors since all three sell fast food to individuals.
A : true
B : false

Correct Answer : A

5 : Labor market forces affecting organizations right now include the growing need for computer-literate knowledge workers and the necessity for continuous investment in human resources through recruitment, education, and training.
A : true
B : false

Correct Answer : A

6 : If Johnson Lumber provides trees for Westvaco Paper Manufacturing, then Johnson Lumber is considered a supplier for Westvaco.
A : true
B : false

Correct Answer : A

7 : An example of part of the legal-political dimension of the general environment is a governments report on the decline of unemployment rate.
A : true
B : false

Correct Answer : B

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8 : A political lobbyist for General Motors fills an essential boundary-spanning role.
A : true
B : false

Correct Answer : A

9 : Managers in partnering organizations, given the increasing environmental uncertainty, are shifting from a partnership orientation to an adversarial orientation.
A : true
B : false

Correct Answer : B

10 : A joint venture involves a strategic alliance or program by two or more organizations.
A : true
B : false

Correct Answer : A

11 : Physical symbols are associated with the surface level of organizational culture.
A : true
B : false

Correct Answer : A

12 : The set of key values, beliefs, understandings, and norms that are shared by members of an organization are combined to create the symbols of an organization.
A : true
B : false

Correct Answer : B

13 : A narrative based on events within the organization that is frequently repeated is called an organizational story.
A : true
B : false

Correct Answer : A

14 : An achievement culture is found in an environment that is dynamic and requires high-risk decision making.
A : true
B : false

Correct Answer : B

15 : The consistency culture has an external focus and a consistency orientation for a dynamic environment.
A : true
B : false

Correct Answer : B

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16 : In todays business environment, most companies operate in a stable and rigid environment.
A : true
B : false

Correct Answer : B

17 : Corporate culture plays a key role in creating an organizational climate that enables learning and innovative responses to threats from the external environment, challenging new opportunities, or organizational crises.
A : true
B : false

Correct Answer : A

18 : Quadrant A represents organizations that are focused primarily on bottom-line results and pay little attention to organizational values.
A : true
B : false

Correct Answer : A

19 : Companies in Quadrant D put high emphasis on both culture and solid business performance as drivers of organizational success.
A : true
B : false

Correct Answer : B

20 : The cultural leader articulates a vision for the organizational culture that employees can believe in.
A : true
B : false

Correct Answer : A

21 : Companies in Quadrant A represent the high-performance culture.
A : true
B : false

Correct Answer : B

SHORT RESPONSE

22 : List three visible artifacts of an organizations culture.

Correct Answer : Visible artifacts include dress, heroes, office layout, symbols, slogans, and ceremonies.

23 : List two reasons why ceremonies are held in an organization.

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Correct Answer : Reasons would include:1. To reinforce valued accomplishments.2. To create a bond among people by allowing them to share an important event.3. To anoint and celebrate heroes.

24 : Name one of the two dimensions on which the categories of culture are based.

Correct Answer : 1. The extent to which the external environment requires flexibility or stability.2. The extent to which a company's strategic focus is internal or external.

MULTIPLE CHOICE

25 : _____ includes all elements existing outside the boundary of the organization that have the potential to affect the organization.
A : Organizational environment
B : Internal environment
C : Task environment
D : General environment
E : Technological environment

Correct Answer : A

26 : All of the following are a part of an organizations task environment, except:
A : customers.
B : labor markets.
C : competitors.
D : employers.
E : suppliers.

Correct Answer : D

27 : GreenTech Candies is a U.S.-based company that manufactures and distributes candy bars and snack foods globally. The company sources most of its cocoa and sugar from South American companies. This business relationship highlights which of the following dimensions of the task environment?
A : Customers
B : Competitors
C : Labor market
D : Culture
E : Suppliers

Correct Answer : E

28 : _____ is(are) included in an organizations task environment.
A : Suppliers
B : Accounting procedures
C : Technology
D : Government
E : Demographic characteristics

Correct Answer : A

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29 : Allys Applesauce is in the process of hiring 60 new workers. The personnel department has a large pool of unskilled labor to draw from due to the high unemployment rate in the local area. Which of the following dimensions of the external environment is involved here?
A : Sociocultural
B : Competitors
C : Technological
D : Labor market
E : Legal-political

Correct Answer : D

30 : When Miami Herald launches a Spanish-language newspaper, El Nuevo Herald, with articles emphasizing Hispanic, Cuban, and Latin American news and sports, it is responding to changes in _____ environment.
A : sociocultural
B : technological
C : economic
D : supply chain
E : geographic

Correct Answer : A

31 : The general environment dimension that includes consumer purchasing power, the unemployment rate, and interest rates is called the:
A : legal-political dimension.
B : sociocultural dimension.
C : technological dimension.
D : economic dimension.
E : task dimension.

Correct Answer : D

32 : The _____ dimension of the general environment includes federal, state, and local government regulations.
A : technological
B : legal-political
C : economic
D : sociocultural
E : international

Correct Answer : B

33 : Which of the following roles is assumed by people and/or departments that link and coordinate the organization with key elements in the external environment?
A : Figurehead
B : Liaison
C : Boundary spanning
D : Disturbance handler
E : Leader

Correct Answer : C

34 : The people and organizations in the environment who acquire goods or services from the

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organization are:
A : competitors.
B : suppliers.
C : customers.
D : employees.
E : potential employees.

Correct Answer : C

35 : Which of the following means that managers do not have sufficient information about environmental factors to understand and predict environmental needs and changes?
A : Adaptation
B : Risk
C : Uncertainty
D : Knowledge
E : Education

Correct Answer : C

36 : Roberta is a top-level executive at a banking institution. She spends a significant part of her day meeting with local government officials, everyday consumers, and federal banking officials to address key issues in the banking industry. Robertas role can best be described as:
A : boundary spanning.
B : adaptive.
C : interorganizational.
D : external.
E : internal.

Correct Answer : A

37 : _____ is an approach to boundary spanning that results from using sophisticated software to search through large amounts of internal and external data to spot patterns, trends, and relationships that might be significant.
A : Merger intelligence
B : Business intelligence
C : Competitive intelligence
D : Partnership intelligence
E : Environment intelligence

Correct Answer : B

38 : Jefferson and Squire is an advertising firm that is viewed as having a fast-paced and posh corporate culture. The company uses bold coloring with expensive accents in all office décor. This exemplifies which of the following levels of corporate culture?
A : Visible artifacts
B : Underlying assumptions
C : Expressed values
D : Heroes
E : Ceremonies

Correct Answer : A

39 : In the current external business environment, which of the following is true?

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A : Corporate culture defines success.
B : The business environment is static.
C : Companies are more adversarial than ever before.
D : Mergers are declining.
E : Joint ventures are on the rise.

Correct Answer : E

40 : When two or more organizations combine to become one, it is referred to as a(n):
A : joint venture.
B : flexible structure.
C : mechanistic structure.
D : merger.
E : inorganic venture.

Correct Answer : D

41 : Molly Madison received The Employee of the Month award at Internal Workings Remodeling Service in April. Molly would be considered a part of which of the following for Internal Workings?
A : General environment
B : Task environment
C : Economic environment
D : Internal environment
E : Legal-political environment

Correct Answer : D

42 : Culture can be defined as:
A : the set of key values, beliefs, understandings, and norms shared by members of an organization.
B : the ability to speak different languages.
C : an object, act, or event that conveys meaning to others.
D : a narrative based on true events that is repeated frequently and shared by organizational employees.
E : a planned activity at a special event that is conducted for the benefit of an audience.

Correct Answer : A

43 : The level of corporate culture in which values are so deeply embedded that members are no longer consciously aware of them is:
A : invisible artifacts.
B : expressed values and beliefs.
C : explicit code of conduct.
D : dress and office layout.
E : slogans and ceremonies.

Correct Answer : B

44 : Roadtec Tire Company has a corporate culture that emphasizes an internal focus on the involvement and participation of employees, placing high value on meeting the needs of employees. The company is known for its caring, family-like atmosphere. Which of the following types of corporate culture does Roadtec possess?

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A : Adaptability culture
B : Achievement culture
C : Consistency culture
D : Involvement culture
E : Matrix culture

Correct Answer : D

45 : A _____ is a narrative based on true events that is repeated frequently and shared among organizational employees.
A : symbol
B : slogan
C : story
D : hero
E : culture

Correct Answer : C

46 : McDonalds We Love to See You Smile is an example of a:
A : ceremony.
B : symbol.
C : ritual.
D : slogan.
E : political activity.

Correct Answer : D

47 : The adaptability culture emerges in an environment that requires _____ response and _____ decision making.
A : fast; high-risk
B : fast; low-risk
C : slow; high-risk
D : slow; low-risk
E : regulated; low-risk

Correct Answer : A

48 : The involvement culture emphasizes a(n) _____ focus on the participation of employees to adapt rapidly to changing needs from the environment.
A : external
B : internal
C : structural
D : competitive
E : technological

Correct Answer : B

49 : Which of the following types of culture values and rewards a methodical, rational, and orderly way of doing things?
A : Achievement culture
B : Involvement culture
C : Accomplishment culture
D : Consistency culture

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E : Adaptability culture

Correct Answer : D

50 : _____ plays a key role in creating an organizational climate that enables learning and innovative responses to threats from the external environment, challenging new opportunities, or organizational crises.
A : Mission statement
B : Vision statement
C : Competitive intelligence
D : Employee training
E : Corporate culture

Correct Answer : E

51 : Terry manages a food distribution company that is highly focused on creating a strong cohesive culture, but the company does not tie organizational values directly to goals and desired business results. Terrys company most likely falls into which of the following quadrants of organizational performance and culture?
A : Quadrant A
B : Quadrant B
C : Quadrant C
D : Quadrant D
E : Quadrant E

Correct Answer : D

52 : In a study by Kotter and Heskett, evidence is provided to support the claim that _____ is important for performance.
A : managing cultural values
B : leading partnerships within an industry
C : surveying the external environment
D : managing client relationships as boundary spanners
E : empowering employees

Correct Answer : A

53 : Executives at One World Advertising have learned that it is necessary to establish strong personal relationships and emotional bonds with Chinese business partners. This relates most closely to which of the following dimensions of the general business environment?
A : Natural
B : Sociocultural
C : Legal/Political
D : International
E : Internal

Correct Answer : D

54 : In the shift from an adversarial to a partnership orientation, an organization should:
A : concentrate on price, efficiency, and profits.
B : limit feedback and information.
C : use long-term contracts.
D : use lawsuits to resolve conflict.

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E : limit the business relationship to the contract.

Correct Answer : C

FILL IN THE BLANK

55 : The _____ environment includes the sectors that conduct day-to-day transactions with the organization and directly influence its basic operations and performance.

Correct Answer : task

56 : _____ are becoming more popular as organizations strive to keep up with rapid technological advancements and compete in the global economy.

Correct Answer : Joint ventures

57 : An object, act, or event that conveys meaning to others is known as a(n) _____.

Correct Answer : symbol

58 : The _____ culture places high value on meeting the needs of employees, and the organization may be characterized by a caring, family-like atmosphere.

Correct Answer : involvement

59 : A(n) _____ defines and uses signals and symbols to influence corporate culture.

Correct Answer : cultural leader

60 : As environmental turbulence increases, _____, which alter an organizations ability to achieve its goals, emerge more frequently.

Correct Answer : strategic issues

61 : Steve Jobs exemplified the _____ figure in corporate culture.

Correct Answer : hero

62 : In todays business environment, many companies have shifted away from the _____ culture, which supports and rewards a methodical, rational, and orderly way of doing things.

Correct Answer : consistency

ESSAY

63 : Discuss the relationship between external environmental characteristics and uncertainty.

Correct Answer : The external environment can be evaluated along two dimensions. First, one can evaluate (high to low) a number of factors in the environment. Second, one can evaluate (high to low) the rate of change of those factors. When both variables are low, low uncertainty

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characterizes the external environment. When both variables are high, the external environment is marked by a high level of uncertainty. A highly uncertain environment requires organizations to adapt and/or attempt to influence the external environment.

64 : Discuss the different levels of culture.

Correct Answer : Culture can be analyzed at two levels. At the surface, there are the visible representations of culture, such as ceremonies and patterns of behaviors. These representations are easily observable. The second level of culture can be found in expressed ideas and values. These ideas and values can be identified through an analysis of such things as symbols and stories. Some values become so deeply embedded in a culture that members are no longer consciously aware of them.

65 : List the four categories of culture and describe the kind of environment in which each fits best.

Correct Answer : Adaptability culture fits best in fast response and high-risk, decision-making environments. Achievement culture fits best in results-oriented cultures that value competitiveness, aggressiveness, personal initiative, and willingness to work long and hard to achieve results. Involvement culture fits best in internal and employee-need-focused environments where the organization is seen as having a caring, family-like atmosphere. Consistency culture fits best in internal-focused organizations that have a consistency orientation for a stable environment.

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