**Unit Quiz 2**

Question 1

Managing change is an integral part of

Answers:

a. top management's job

b. middle-level management's job

c. the first-line manager's job

d. every manager's job

Question 2

Which of the following is not an internal force of change?

Answers:

a. technology

b. strategy

c. workforce

d. employee attitudes

Question 3

Which of the following is not an external force of change?

Answers:

a. marketplace

b. government laws and regulations

c. economic changes

d. workforce

Question 4

According to Kurt Lewin. increasing the driving forces. which direct behavior away from the status quo. is a means of doing which of the following?

Answers:

a. unfreezing

b. changing

c. restraining forces

d. refreezing

Question 5

Organizational change is classified as

Answers:

a. people. structure. or technology

b. structure. management. goals

c. technology. goals. management

d. rules. procedures. management

Question 6

In organizations. people who act as catalysts and assume the responsibility for managing the change process are called

Answers:

a. change masters

b. change agents

c. operations managers

d. charismatic leaders

Question 7

Decision making is typically described as which is a view that is too simplistic.

Answers:

a. deciding what is correct

b. putting preferences on paper

c. choosing among alternatives

d. processing information to completion

Question 8

Techniques to change people and the quality of interpersonal work relationships are termed

Answers:

a. operations

b. organizational development

c. downsizing

d. robotics

Question 9

In identifying the problem. a manager

Answers:

a. compares the current state of affairs with where they would like to be

b. expects problems to be defined by neon lights

c. looks for discrepancies that can be postponed

d. will not act when there is pressure to make a decision

Question 10

Which of the following is important in effectively implementing the chosen alternative in the decision-making process?

Answers:

a. getting upper-management support

b. double-checking your analysis for potential errors

c. allowing those impacted by the outcome to participate in the process

d. ignoring criticism concerning your chosen alternative

Question #11

Managers are assumed to be : they make consistent value-maximizing choices within specified constraints.

Answers:

a. rational

b. leaders

c. organized

d. satisficers

Question #12

When managers circumvent the rational decision-making model and find ways to satisfice. they are following the concept of

Answers:

a. jurisprudence

b. bounded rationality

c. least-squared exemptions

d. seff-rnotivated decisions

Question #13

Planning gives direction. reduces the impact of change. minimizes waste and redundancy. and .

Answers:

a. establishes the workloads for each of the departments

b. sets the basis used for promotion of individuals within the organization

c. eliminates departments that are not needed within the plan

d. sets the standards used in controlling

Question #14

Planning is often called the primary management function because it .

Answers:

a. offers some basis for future decision malting

b. creates the vision for the organizational members to work toward

c. establishes the basis for all the other functions

d. sets the tone for the organizational culture

Question #15

Plans are documents that outline how goals are going to be met and

Answers:

a. define which department has what responsibilities needed to accomplish the goals

b. tell what materials and processes are necessary to fulfill the goals

c. identify how much capital is required to complete the goals

d. describe resource allocations. schedules. and other necessary actions to accomplish the goals

Question #16

The conflict in stated goals exists because organizations respond to a variety of .

Answers:

a. stakeholders

b. external environments

c. governmental regulations

d. stockholders

Question #17

are the organization's major value-creating skills, capabilities. and resources that determine the organization's competitive weapons.

Answers:

a. Strengths

b. Opportunities

c. Core competencies

d. Weaknesses

Question #18

The merging of the analyses of internal and extemal factors influencing the organization's strategy is known as

Answers:

a. complete studies

b. organizational behavior and theory

c. definitional analysis

d. SNOT analysis

Question #19

What are the three main types of corporate strategies?

Answers:

a. concentration. integration. and diversification

b. growth. stability, and renewal

c. retrenchment turnaround. and clicks-and-bricks

d. cost leadership. differentiation. and focus

Question #20

When an organization attempts to combine with other organizations in the same industry. the strategy is known as

Answers:

a. concentration

b. horizontal integration

c. vertical integration

d. a stability strategy

Question #21

The concept that defines the number of subordinates that report to a manager and that indirectly specifies the number of levels of management in an organization is called

Answers:

a. authorized line of responsibility

b. unity of command

c. responsibility factor

d. span of control

Question #22

In recent years. there has been a movement to make organizations more flexible and responsive through

Answers:

a. centralization

b. decentralization

c. alternative organizational structure

d. customer-based structure

Question #23

The appropriate structure for an organization is based on four contingency variables: strategy, size, degree of environmental uncertainty. and

Answers:

a. technology

b. history

c. leadership

d. intensity of competition

Question #24

What is an advantage of a team structure?

Answers:

a. Employees are more involved and empowered.

b. The fluid and flexible design can respond to environmental changes.

c. It draws on talent wherever it is found.

d. It allows for faster decision making.

Question #25

When an organization assigns specialists to groups according to the projects they are working on, this is called a

Answers:

a. divisional structure

b. functional structure

c. product structure

d. matrix structure

**Quiz 3**

Question #1

Traditional organizational designs tend to be more mechanistic, and include

Answers: a. simple. functional. and corporate structures

b. simple. functional, and business unit structures

c. functional, strategic, and business unit structures

d. simple. functional, and divisional structures

Question #2

Global competition. accelerated product development by competitors. and increased demands by customers for better service have encouraged organizations to become more

Answers: a. organic

b. mechanistic

c. technologically pure

d. task oriented

Question #3

A matrix structure mixes characteristics of functional departmentalization and

Answers: a. product departmentalization

b. process departmentalization

c. a dual chain of command

d. a narrow span of control

Question #4

A structure is an advanced version of the matrix organization, where employees continuously work on assignments that are oriented to completion of a

task.

Answers: a. weighted

b. functional

c. conservative

d. project

Question #5

A design is not limited to horizontal, vertical, or external boundary imposed by a conventional structure.

Answers: a. teaming organization's

b. threatened organization's

c. functional

d. boundaryless organization's

Question #6

A learning organization has developed its .

Answers: a. educational department to keep employees trained

b. capacity to adapt and change

c. barriers to entry of its markets

d. a sustainable competitive advantage that is easy to maintain

Question #7

One of the goals of organizational behavior is to behavior.

Answers: a. examine

b. identify

c. influence

d. create

Question 8

A common behavior that is typically studied in organizational behavior is .

Answers: a. job satisfaction

b. pay satisfaction

c. individualism

d. risk taking

Question #9

is a performance measure of both efficiency and effectiveness of employees.

Answers: a. Employee productivity

b. Organizational citizenship behavior

c. Job satisfaction

d. Turnover

Question #10

The three components that make up an attitude are

Answers: a. onnitive, affective. and behavioral

b. traits, behavioral. and emotional

c. knowledge. opinion. and individual history

d. intention. opinion. and environment

Question #11

The component of attitude that is made up of beliefs and opinions is .

Answers: a. cognitive

b. behavioral

c. affective

d. practices

Question #12

When someone chooses to act in a certain way. she is demonstrating the component of her attitude.

Answers: a. cognitive

b. behavioral

c. affective

d. practices

Question 13

The degree to which an employee identifies with his or her job or actively participates in it refers to the employee's .

Answers: a. job involvement

b. organizational commitment

c. global commitment

d. job satisfaction

Question #14

Various studies have concluded that an organization's human resources can be a significant source of

Answers: a. competitive advantage

b. problems for management

c. frustration for employees

d. high-performance work practices

Question #15

High-performance work practices are characterized by

Answers: a. improving knowledge. skills. and abilities of employees

b. allowing managers to lead in their own best style

c. allowing employees to loaf on the job as long as they can produce average day production levels

d. decreasing employees motivation

Question #16

In organizations. programs ensure that protected classes are retained and their opportunities are maintained.

Answers: a. needs-based analysis

b. functional

c. global human resource management

d. affirmative action

Question #17

The beginning point for any human resource planning process is the examination of the current human resource status by making a .

Answers: a. strategic plan

b. human resource inventory

c. product evaluation

d. analysis of customer demands

Question #18

Job analysis is concemed with which of the following human resource ptanning aspects?

Answers: a. deciding how well someone is performing his or her job

b. what behaviors are necessary to perform a job

c. hiring someone to do a job

d. estimating pay on job level in an organization

Question #19

Which of the following would be considered a formal group?

Answers: a. task force for employee birthday celebrations

b. reading group

c. bowling team

d. bringing people from various functions to solve a business dilemma

Question #20 When the stage is complete. there will be a relatively clear hierarchy of leadership within the group and agreement on the group's direction.

Answers: a. forming

b. storming

c. norming

d. performing

Question #21

In the stage a strong sense of group identity and camaraderie occurs.

Answers: a. norming

b. forming

c. storming

d. performing

Question #22

The success or failure of a group is affected by group attributes such as abilities of the group's members. the size of the group.

Answers: a. the level of conflict, and the internal pressures on the members to conform to the group's norms

b. the ability of the group's members to conform. and the clarity of the goal

c. the value of the goal to the group. and the level of conflict within the group

d. the level of conflict within the group. and the leader

Question #23

Which of the following personality traits tends to have a positive impact on group productivity and morale?

Answers: a. self-reliance

b. authoritarianism

c. dominance

d. unconventionality

Question #24

All of the following have a negative effect on productivity and morale of groups except

Answers: a. authoritarianism

b. independence

c. dominance

d. unconventionality

Question #25

Which of the following personality traits tends to have a negative impact on group productivity and morale?

Answers:

a. sociability

b. self-reliance

c. independence

d. dominance

**Quiz 4**

Question 1

Communication is the transfer and understanding of

Answers: a. ideas

b. concepts

c. meaning

d. words

Question #2

The specific reason that the importance of effective communication for managers can't be overemphasized is that .

Answers: a. all written communication stays within the organization

b. all verbal communications require face-to-face interaction

c. every organization uses communications

d. everything a manager does involves communicating

Question #3

For communication to be successful, meaning must be imparted and

Answers: a. received by the other person

b. an action must be taken by the receiver

c. feedback must be established

d. understood

Question #4

When employees are required to communicate any job-related grievance first to their immediate manager. to follow their job description. or to comply with company policies, communication is being used to

Answers: a. control

b. motivate

c. provide a release for emotional expression

d. provide information

Question #5

During the communication process. the message is converted to a symbolic form, called .

Answers: a. decoding

b. encoding

c. deciphering

d. expanding

Question #6

The process through which the symbols of a message are translated into a form that the receiver can understand is called

Answers: a. decoding

b. encoding

c. reinstating

d. expanding

Question #7

refers to the process by which a person's efforts are energized. directed. and sustained toward attaining a goal.

Answers: a. Motivation

b. Leadership

c. Effort management

d. Need configuration

Question #8

Within Maslow's hierarchy of needs. the need for belonging is associated with .

Answers: a. physiological needs

b. safety needs

c. social needs

d. esteem needs

Question #9

The need for such factors as status. recognition. attention. self-respect. autonomy. and achievement are examples of which of the following needs according to Maslow's hierarchy of needs?

Answers: a. physiological

b. esteem

c. social

d. self-actualization

Question #10

Growth, achieving one's potential. self-fulfillment and the drive to become what one is capable of becoming are characteristics of which need according to Maslow's hierarchy?

Answers: a. physiological

b. esteem

c. social

d. self-actualization

Question #11

assumes that employees have little ambition. dislike work, and avoid responsibility.

Answers: a. Theory Y

b. Theory X

c. Self-actualization Need Theory

d. Belongingness Need Theory

Question #12

Theory Y assumes that people inherently

Answers: a. want to belong more than anything else

b. avoid responsibility and need to be closely controlled

c. want to work and can exercise self-direction

d. work to satisfy hygiene factors

Question #13

According to Herzberg. in order to provide employees with job satisfaction. managers should concentrate on

Answers: a. hygiene factors

b. issues such as pay

c. motivator factors (moderate)

d. extrinsic factors

Question #14 Leadership is .

Answers: a. the process of influencing a group toward the achievement of goals

b. a group that achieves goals

c. the function of influencing a group towards the achievement of goals

d. directing a group towards the achievement of goals

Question #15

Trait theory ignores

Answers: a. the interactions of leaders

b. the characteristics of the group members

c. the interactions of leaders and their group members as wet as seuational factors

d. situational factors in the leadership research

Question #16

The style of leadership describes a leader who tends to involve employees in decision making. delegate authority. encourage participation in deciding work

methods and goals. and use feedback as an opportunity for coaching employees.

Answers: a. cultural

b. autocratic

c. democratic

d. laissez-faire

Question #17

Which of the following describes the leadership style in which the leader generally gives the group complete freedom to make decisions and complete the work in whatever way it sees fit?

Answers: a. cultural style

b. autocratic style

c. democratic style

d. laissez-faire style

Question #18

The model proposed that effective group performance depended upon the proper match between the leader's style of interacting with his or her followers

and the degree to which the situation allowed the leader to control and

influence.

Answers: a. Fiedler contingency

b. Situational leadership

c. Leader participation

d. Path Goal

Question #19

Which of the following are two of the three key situational factors Fiedler felt were important in determining leader effectiveness?

Answers: a. leader-member relations and maturity of followers

b. organizational success and position power

c. task structure and leader-member relations

d. maturity of organization and subordinates

Question #20

The control process assumes that

Answers: a. employees require constant direction from management

b. performance standards must be created

c. performance standards are already in place

d. employee monitoring costs are part and parcel of doing business

Question #21

Some control criteria need to recognize .

Answers: a. employees rights to privacy

b. the costs of monitoring and measuring performance

c. the diversity of activities that managers do

d. and reward exceptional employee performance

Question #22

is a measure of how appropriate organizational goals are and how well an organization is achieving those goals.

Answers: a. Situational effectiveness

b. Organizational effectiveness

c. Competitor analysis

d. Environmental scanning

Question #23

management oversees the transformation process that converts resources such as labor and raw materials into finished goods and services.

Answers: a. Control

b. Operations

c. Systems

d. Planning

Question #24

For organizations to improve productivity. they should focus on which of the following?

Answers: a. operations variables only

b. people only

c. people or operations variables. depending on the industry

d. people and operations variables

Question #25

is the process of managing the entire sequence of integrated activities and information about product flows along the entire value chain.

Answers:

a. Supply chain management

b. Value chain management

c. Ethical chain management

d. Financial chain management