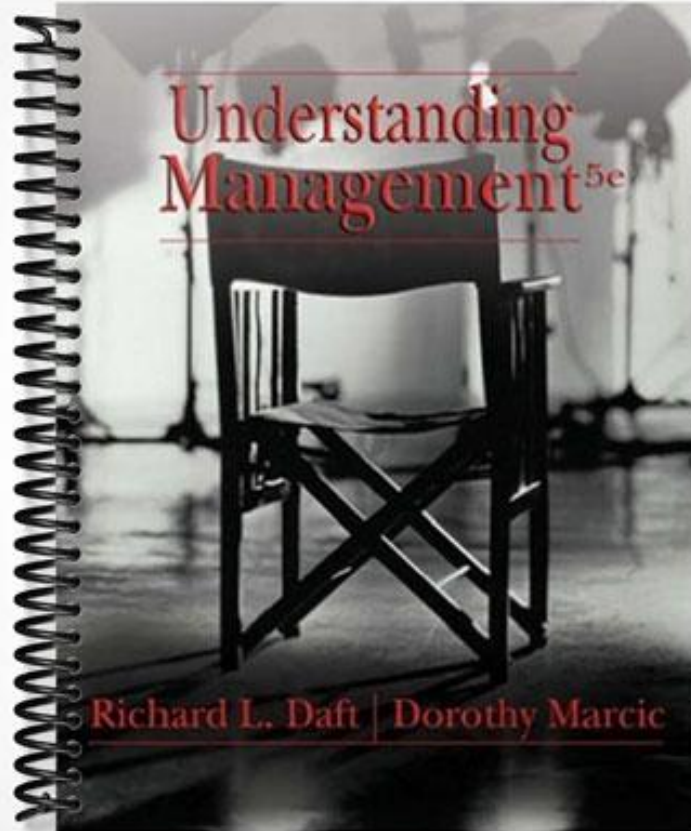


SOLUTIONS MANUAL



4. Cambodia is interested in becoming a tourist attraction once again. It was a popular tourist attraction in the 1920s. A hotel chain has reopened two of the nation's older luxury hotels and has spared no expense in making them inviting to people who are willing to pay \$750 a night for a suite. Unfortunately, the hotel's 300 employees have gone on strike and closed the hotels. Cambodia's new tourist industry is failing due to the _____ dimension of its task environment.
- political-legal
 - social-cultural
 - international
 - labor market
 - economic

Answer: d Level: 2 Page: 58 Type: APP

5. _____ means that managers do not have sufficient information about environmental factors to understand and predict environmental needs and changes.
- Environmental uncertainty
 - Environmental munificence
 - Risk avoidance
 - Cultural valor
 - Organizational awareness

Answer: a Level: 2 Page: 60 Type: DEF

6. In response to changes in the operational environment, the partnership paradigm has changed the relationship between managers and dimensions of the organization's task environment. Which of the following has occurred as a result of this shift in paradigm?
- involvement in partner's product design and production
 - use of e-business links to share information
 - close coordination and equitable solutions to problems
 - long-term contracts
 - all of these

Answer: e Level: 3 Page: 61 Type: COMP

7. Symbols, stories, and heroes are important in a corporate culture because they:
- entertain executive level management
 - address the concerns of government
 - acquaint customers to the organization
 - communicate the significant values of an organization
 - give employees something to talk about

Answer: d Level: 1 Page: 62 Type: COMP

4. LNM is a Dutch-based company that has set as its goal to become the largest producer of steel in the world. The largest steelmaker in the world, Arcelor, has its home offices in Luxembourg. In terms of the task environment, LMN is part of the _____ dimension for Arcelor.
- supplier
 - customer
 - economic
 - international
 - competitor

Answer: e Level: 1 Page: 57 Type: APP

5. Environmental uncertainty:
- only exists in industries that have a strong technological dimension
 - does not influence the adaptability of an organization culture
 - has no influence on the task environment
 - is higher when an organization has less than three factors influencing its environment
 - means managers lack sufficient information to deal with change

Answer: e Level: 2 Page: 60 Type: DEF

6. To adapt to changes in the environment, managers have shifted from an adversarial orientation to a partnership orientation when dealing with suppliers, employees, and customers. In doing so managers have:
- become more trusting of their employees
 - increased their reliance on short-term contracts
 - used lawsuits to resolve conflict
 - taken an egocentric view of profits
 - done all of these

Answer: a Level: 2 Page: 61 Type: COMP

7. Heroes are important to an organization due to the fact that they:
- exemplify key values of the organization
 - exemplify a strong corporate culture
 - serve as examples to other employees
 - perform deeds that are out of the ordinary but still doable by other employees
 - do all of the these

Answer: e Level: 2 Page: 66 Type: COMP

