

TEST BANK



TENTH CANADIAN EDITION

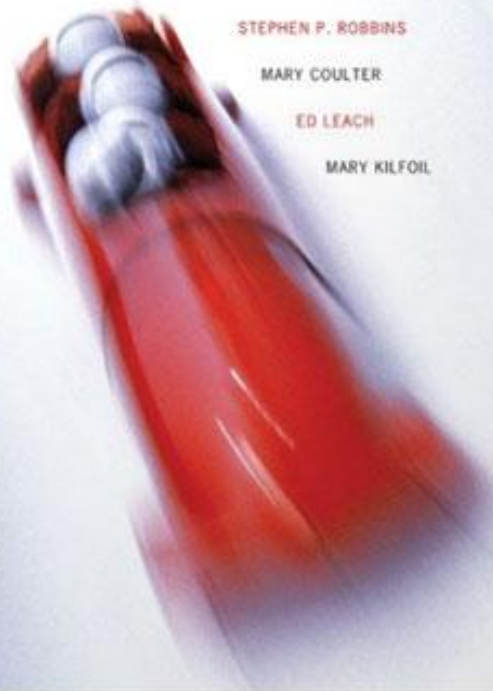
MANAGEMENT

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Management, 10ce (Robbins)

Chapter 2 Organizational Culture and the Environment

1) In the symbolic view of management, managers are seen as directly responsible for an organization's success or failure.

A) True

B) False

Answer: False

Diff: 1 Type: TF Page Ref: 40

Topic: Discuss the two differing views of how much control managers have.

Skill: Recall

2) The view of managers as omnipotent is consistent with the stereotypical picture of the take-charge business executive who can overcome any obstacle in carrying out the organization's objectives.

A) True

B) False

Answer: True

Diff: 2 Type: TF Page Ref: 40

Topic: Discuss the two differing views of how much control managers have

Skill: Applied

3) The symbolic view of management helps to explain the high turnover among college/university and professional sports coaches, who are often fired and replaced when their teams perform poorly.

A) True

B) False

Answer: False

Diff: 3 Type: TF Page Ref: 40

Topic: Discuss the two differing views of how much control managers have

Skill: Applied

4) The view that a college/university football team had a losing season due to player injuries represents the symbolic view of management.

A) True

B) False

Answer: True

Diff: 2 Type: TF Page Ref: 40

Topic: Discuss the two differing views of how much control managers have

Skill: Applied

5) In the omnipotent view of management, much of an organization's success or failure is due to forces outside management's control.

A) True

B) False

Answer: False

Diff: 1 Type: TF Page Ref: 40
Topic: Discuss the two differing views of how much control managers have
Skill: Recall

- 6) If an organization subscribes to the symbolic view of managers, it is unreasonable to expect managers to have a significant effect on the organization's performance.
- A) True
 - B) False

Answer: True

Diff: 1 Type: TF Page Ref: 40
Topic: Discuss the two differing views of how much control managers have
Skill: Applied

- 7) The symbolic view of management impact is useful in explaining the high turnover among sports coaches, who can be considered the "managers" of their teams.
- A) True
 - B) False

Answer: False

Diff: 1 Type: TF Page Ref: 40
Topic: Discuss the two differing views of how much control managers have
Skill: Applied

- 8) A manager's role in the omnipotent view of management is to create meaning out of randomness, confusion, and ambiguity.
- A) True
 - B) False

Answer: False

Diff: 2 Type: TF Page Ref: 40
Topic: Discuss the two differing views of how much control managers have
Skill: Applied

- 9) Organizational culture is a system of shared meaning and beliefs held by organizational members.

- A) True
- B) False

Answer: True

Diff: 1 Type: TF Page Ref: 42
Topic: Discuss the characteristics and importance of organizational culture
Skill: Recall

- 10) The organizational culture has very little influence on the way employees analyze and resolve work-related issues.

- A) True
- B) False

Answer: False

Diff: 2 Type: TF Page Ref: 42

Topic: Discuss the characteristics and importance of organizational culture
Skill: Applied

11) Organizational culture is a perception, not a reality.

- A) True
- B) False

Answer: True

Diff: 2 Type: TF Page Ref: 42

Topic: Discuss the characteristics and importance of organizational culture
Skill: Applied

12) Presently, there is no method for analyzing or assessing organizational culture.

- A) True
- B) False

Answer: False

Diff: 2 Type: TF Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture
Skill: Applied

13) Strong cultures have a greater influence on employees' behaviours than weak ones.

- A) True
- B) False

Answer: True

Diff: 2 Type: TF Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture
Skill: Applied

14) Aggressiveness and attention to detail are two key dimensions of organizational culture.

- A) True
- B) False

Answer: True

Diff: 2 Type: TF Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture
Skill: Recall

15) An increasing body of evidence suggests that strong cultures are associated with high organizational performance.

- A) True
- B) False

Answer: True

Diff: 1 Type: TF Page Ref: 44

Topic: Discuss the characteristics and importance of organizational culture
Skill: Recall

16) The shared aspect of culture implies that all employees in an organization approve of the culture.

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 42

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

17) Subcultures give the organization its distinct personality.

A) True

B) False

Answer: False

Diff: 3 Type: TF Page Ref: 44

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

18) An organization's founder has little influence on its culture.

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 44

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

19) The process that adapts employees to the organization's culture is called assimilation.

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 45

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

20) Corporate rituals are repetitive sequences of activities that express and reinforce the key values of an organization.

A) True

B) False

Answer: True

Diff: 2 Type: TF Page Ref: 47

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

21) Organizational stories typically contain a narrative of significant events or people.

A) True

B) False

Answer: True

- 27) Rigid rules, procedures, and regulations are routinely present in successful service-oriented organizations.
A) True
B) False
Answer: False
Diff: 3 Type: TF Page Ref: 52
Topic: Describe the kinds of cultures managers can create Skill: Applied
- 28) Giving service-contact employees the discretion to make day-to-day decisions on job-related activities is instrumental in creating in a customer-responsive culture.
A) True
B) False
Answer: True
Diff: 1 Type: TF Page Ref: 52
Topic: Describe the kinds of cultures managers can create Skill: Applied
- 29) The part of the environment that is directly relevant to achievement of an organization's goals is the specific environment.
A) True
B) False
Answer: True
Diff: 1 Type: TF Page Ref: 54
Topic: Describe the features of the specific and general organizational environments
Skill: Recall
- 30) The general environment refers to the broad internal conditions affecting the organization.
A) True
B) False
Answer: False
Diff: 2 Type: TF Page Ref: 54
Topic: Describe the features of the specific and general organizational environments
Skill: Recall
- 31) The term *suppliers* includes providers of financial and labour inputs.
A) True
B) False
Answer: True
Diff: 2 Type: TF Page Ref: 55
Topic: Describe the features of the specific and general organizational environments
Skill: Recall
- 32) To a national television network such as the CBC, your home DVD player could be considered a competitor.
A) True
B) False

Answer: True

Diff: 2 Type: TF Page Ref: 55

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

33) Industry conditions are an example of an organization's general environment.

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 56

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

34) Economic conditions are part of the organization's specific environment.

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 56

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

35) Environmental uncertainty can be divided into two dimensions: degree of trust and degree of integration.

A) True

B) False

Answer: False

Diff: 3 Type: TF Page Ref: 59

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

36) Because certainty is a threat to an organization's effectiveness, managers try to minimize it.

A) True

B) False

Answer: False

Diff: 1 Type: TF Page Ref: 59

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

37) What are the two views of managerial impact on the success or failure of the organization?

A) omnipotent and symbolic

B) omnipotent and reflective

C) symbolic and interactive

D) dynamic and reflective

E) reflective and interactive

Answer: A

Diff: 2 Type: MC Page Ref: 40

Topic: Discuss the two differing views of how much control managers have

Skill: Recall

- 38) The omnipotent view of management means _____.
- A) the top manager is the only person in charge
 - B) managers are directly responsible for an organization's success or failure
 - C) managers are directly responsible for all internal factors within their control
 - D) managers have little or no responsibility for an organization's success or failure
 - E) outside forces have the most influence on organizational outcomes

Answer: B

Diff: 1 Type: MC Page Ref: 40

Topic: Discuss the two differing views of how much control managers have

Skill: Recall

- 39) The _____ view of management is consistent with the stereotypical picture of the take-charge business executive who can overcome any obstacle in carrying out the organization's objectives.
- A) dynamic
 - B) symbolic
 - C) omnipotent
 - D) reflective
 - E) interactive

Answer: C

Diff: 2 Type: MC Page Ref: 40

Topic: Discuss the two differing views of how much control managers have

Skill: Applied

- 40) The symbolic view of management means _____.
- A) managers are directly responsible for an organization's success or failure
 - B) managers have only a limited effect on organizational outcomes
 - C) successful managers become role models for employees
 - D) employees are directly responsible for an organization's success or failure
 - E) managers are only responsible for those factors that influence organizational performance

Answer: B

Diff: 3 Type: MC Page Ref: 40

Topic: Discuss the two differing views of how much control managers have

Skill: Recall

- 41) The current dominant assumption in management theory suggests that _____.
- A) managers are omnipotent
 - B) managers are symbolic
 - C) a balanced view of managers as both symbolic and omnipotent

- D) managers are neither symbolic nor omnipotent
- E) managers are both dynamic and reflective

Answer: A

Diff: 3 Type: MC Page Ref: 40

Topic: Discuss the two differing views of how much control managers have
Skill: Recall

- 42) Internal constraints that restrict a manager's decision options arise from _____.
- A) the organization's environment
 - B) the activities of industry competitors
 - C) the rules and policies implemented by top managers
 - D) the laws and regulations governing workplace practices
 - E) the organization's culture

Answer: E

Diff: 3 Type: MC Page Ref: 41

Topic: Discuss the two differing views of how much control managers have
Skill: Recall

- 43) Which of the following views of managerial impact is useful in explaining the high turnover among college/university and professional sports coaches who are often fired or replaced when their teams perform poorly?
- A) symbolic
 - B) omnipotent
 - C) reflective
 - D) interactive
 - E) dynamic

Answer: B

Diff: 2 Type: MC Page Ref: 40

Topic: Discuss the two differing views of how much control managers have
Skill: Applied

- 44) According to the symbolic view, managers have a(n) _____ effect on substantive organizational outcomes.
- A) substantial
 - B) moderate
 - C) limited
 - D) unlimited
 - E) negative

Answer: C

Diff: 2 Type: MC Page Ref: 40

Topic: Discuss the two differing views of how much control managers have
Skill: Recall

- 45) Managers operate within the internal and external constraints imposed by _____.
- A) federal and provincial governments

- B) the employees of the organization
- C) the organization's culture and environment
- D) the organization's board of directors
- E) industry regulation

Answer: C

Diff: 2 Type: MC Page Ref: 41

Topic: Discuss the two differing views of how much control managers have
Skill: Recall

- 46) Despite the existence of both internal and external constraints, managers can still improve organizational performance by _____.
- A) delegating more responsibility to employees
 - B) influencing the organization's culture and environment
 - C) electing new government officials at the federal and provincial levels
 - D) redesigning the organization's structure
 - E) introducing new rules and procedures

Answer: B

Diff: 3 Type: MC Page Ref: 41

Topic: Discuss the two differing views of how much control managers have
Skill: Recall

- 47) Elmo Research & Development has been going through a rough patch lately. Turnover has been high and employee morale is at an all-time low. Though employees and competitors hold management responsible for the decline, the CEO does not let the managers go or change the management style. Which of the following could explain this attitude?
- A) The CEO holds the omnipotent view of management, which believes that external factors have a significant effect on performance outcomes.
 - B) As the organization has an autocratic management style, the employees are responsible for organizational policies.
 - C) The organization has a participative management style and decisions are guided by consensus.
 - D) The CEO holds the view that managers have only a limited role in organization success or failure.
 - E) The CEO does not have the authority to let the managers go or change the management style.

Answer: D

Diff: 3 Type: MC Page Ref: 41

Topic: Discuss the two differing views of how much control managers have
Skill: Applied

- 48) Organizational culture is most similar to an individual's _____.
- A) skills
 - B) knowledge
 - C) motivation
 - D) ability

E) personality

Answer: E

Diff: 1 Type: MC Page Ref: 41

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

49) An organization's culture is _____.

- A) represented in organizational meetings by the top manager of the organization
- B) represented by a common perception held by interest groups that watch the organization
- C) represented by a common perception held by the organization's members
- D) changed when the organization is purchased by new owners
- E) determined by the nationality of its employees

Answer: C

Diff: 2 Type: MC Page Ref: 41

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

50) _____ has been described as the shared values, principles, traditions, and ways of doing things that influence the way an organization's members act.

- A) Corporate hierarchy
- B) Business configuration
- C) Organization culture
- D) Industrial psychology
- E) Business culture

Answer: C

Diff: 1 Type: MC Page Ref: 41

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

51) Strong cultures _____.

- A) are found in organizations with strong leaders
- B) have a minimal influence on employee decision-making
- C) exist in all organizations
- D) have a greater influence on employees than do weak cultures
- E) always yield positive results

Answer: D

Diff: 2 Type: MC Page Ref: 41

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

52) The degree to which employees are expected to exhibit precision in their work relates to which dimension of organizational culture?

- A) outcome orientation
- B) stability
- C) innovation and risk-taking

- D) conformance
- E) attention to detail

Answer: E

Diff: 2 Type: MC Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

53) Which of the following phrases is associated with the definition of organizational culture?

- A) individual response
- B) unique vision
- C) diversity of thought
- D) explicit directions
- E) shared meaning

Answer: E

Diff: 1 Type: MC Page Ref: 42

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

54) The degree to which managers focus on results rather than how the results are achieved relates to which dimension of organizational culture?

- A) attention to detail
- B) innovation and risk-taking
- C) outcome orientation
- D) aggressiveness
- E) stability

Answer: C

Diff: 2 Type: MC Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

55) Sony Corporation's focus on new product development is an example of which of the following dimensions of organizational culture?

- A) attention to detail
- B) people orientation
- C) outcome orientation
- D) aggressiveness
- E) stability

Answer: C

Diff: 3 Type: MC Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

56) Google has often been cited as a model for employee satisfaction. Google takes extensive care to ensure employees have the best available conditions to perform, ranging from free snack bars, free massages, innovation rooms, spas-on-site, and

many more such measures. Which dimension of organizational culture is Google said to emphasize through such measures?

- A) stability
- B) attention to detail
- C) aggressiveness
- D) people orientation
- E) innovation

Answer: D

Diff: 2 Type: MC Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

57) Most organizations have _____ cultures.

- A) very weak
- B) weak to moderate
- C) moderate
- D) moderate to strong
- E) very strong

Answer: D

Diff: 2 Type: MC Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

58) Which of the following statements highlights the shared aspect of culture?

- A) Organizational culture is concerned with how members perceive the culture and describe it, not with whether they like it.
- B) Organizational culture is not something that can be physically touched or seen, but employees perceive it on the basis of what they experience within the organization.
- C) The original source of the culture of an organization reflects the vision of the organization's founders.
- D) Even though individuals may have different backgrounds or work at different organizational levels, they tend to describe the organization's culture in similar terms.
- E) The dominant source of the culture of an organization reflects the vision of the organization's most prominent managers.

Answer: D

Diff: 3 Type: MC Page Ref: 42

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

59) The original source of an organization's culture usually _____.

- A) is shared among the first workers hired into the organization
- B) is formulated by the board of directors when the organization is formed
- C) identifies what the organization is successful at doing
- D) reflects the vision or mission of the organization's founders

E) can be traced to the national culture of the first organizational members
Answer: D
Diff: 2 Type: MC Page Ref: 44
Topic: Discuss the characteristics and importance of organizational culture
Skill: Recall

- 60) The process that adapts employees to the organization's culture is called _____.
- A) indoctrination
 - B) assimilation
 - C) socialization
 - D) infiltration
 - E) association

Answer: C
Diff: 1 Type: MC Page Ref: 45
Topic: Discuss the characteristics and importance of organizational culture
Skill: Recall

- 61) Corporate _____ are repetitive sequences of activities that express and reinforce the values of the organization, what goals are most important, and which people are most important.
- A) languages
 - B) themes
 - C) rituals
 - D) agendas
 - E) stories

Answer: C
Diff: 1 Type: MC Page Ref: 47
Topic: Discuss the characteristics and importance of organizational culture
Skill: Recall

- 62) Which of the following dimensions of organizational culture refers to the degree to which organizational decisions and actions emphasize maintaining the status quo?
- A) stability
 - B) attention to detail
 - C) innovation and risk taking
 - D) people orientation
 - E) outcome orientation

Answer: A
Diff: 1 Type: MC Page Ref: 43
Topic: Discuss the characteristics and importance of organizational culture
Skill: Recall

- 63) When employees at Microsoft use words such as: *work judo*, *eating your own dog food*, and *flat food*, they are using organizational _____.
- A) language
 - B) rituals

- C) symbols
- D) ceremonies
- E) stories

Answer: A

Diff: 1 Type: MC Page Ref: 48

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

64) Organizational _____ typically contain(s) a narrative of significant events or people.

- A) stories
- B) rituals
- C) agendas
- D) anthems
- E) themes

Answer: A

Diff: 1 Type: MC Page Ref: 46

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

65) A good example of an organizational _____ is Mary Kay Cosmetics' annual award ceremony for its sales representatives.

- A) story
- B) material symbol
- C) ritual
- D) agenda
- E) theme

Answer: C

Diff: 2 Type: MC Page Ref: 47

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

66) The size of offices, the elegance of furnishings, and executive perks such as health club memberships are all examples of _____.

- A) themes
- B) agendas
- C) material symbols
- D) rituals
- E) rewards

Answer: C

Diff: 2 Type: MC Page Ref: 48

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

67) By learning organizational language, members _____.

- A) can communicate with the shareholders of the organization

- B) show their commitment to the organization and their willingness to accept responsibility
- C) attest to their acceptance of the culture and their willingness to help preserve it
- D) can share material symbols with other members
- E) can provide explanations and legitimacy for current practices

Answer: C

Diff: 3 Type: MC Page Ref: 48

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

- 68) The consequences for exceeding one's budget are an example of how culture may constrain a manager's decision-making options when performing the function of _____.

- A) planning
- B) organizing
- C) leading
- D) controlling
- E) coordinating

Answer: D

Diff: 3 Type: MC Page Ref: 49

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

- 69) The degree to which department managers interact with each other is an example of how culture may constrain a manager's decision-making options when performing the function of _____.

- A) planning
- B) organizing
- C) leading
- D) controlling
- E) motivating

Answer: B

Diff: 3 Type: MC Page Ref: 49

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

- 70) An organizational culture most likely to shape high ethical standards is one that is _____.

- A) high in risk tolerance, low to moderate in aggressiveness, and focuses on both means and outcomes
- B) low to moderate in risk tolerance, high in aggressiveness, and focuses on both means and outcomes
- C) low in risk tolerance, high in aggressiveness, and focuses primarily on outcomes
- D) high in risk tolerance, high in aggressiveness, and focuses on means rather than outcomes

E) high in risk tolerance, low in aggressiveness, and focuses primarily on outcomes

Answer: A

Diff: 3 Type: MC Page Ref: 50

Topic: Describe the kinds of cultures managers can create

Skill: Applied

71) Which type of culture would most likely include characteristics such as challenge, freedom, idea time, playfulness, and risk-taking?

- A) ethical
- B) customer-responsive
- C) autocratic
- D) innovative
- E) bureaucratic

Answer: D

Diff: 1 Type: MC Page Ref: 50

Topic: Describe the kinds of cultures managers can create

Skill: Applied

72) Which type of culture would most likely include characteristics such as friendliness, attentiveness, good listening skills, and widespread empowerment?

- A) ethical
- B) customer-responsive
- C) autocratic
- D) innovative
- E) bureaucratic

Answer: B

Diff: 2 Type: MC Page Ref: 51

Topic: Describe the kinds of cultures managers can create

Skill: Applied

73) The external environment is made up of which two components?

- A) organizational culture and general environment
- B) specific environment and general environment
- C) primary environment and secondary environment
- D) primary environment and general environment
- E) national culture and specific environment

Answer: B

Diff: 2 Type: MC Page Ref: 54

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

74) According to the textbook, the _____ environment includes those external forces that have a direct and immediate impact on managers' decisions and actions and are directly relevant to the achievement of the organization's goals.

- A) general
- B) specific
- C) secondary
- D) forward

E) primary

Answer: B

Diff: 1 Type: MC Page Ref: 54

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

75) An organization's specific environment _____.

A) is unique and changes with conditions

B) is the same regardless of the organization's age

C) is determined by the top level of management

D) includes demographic and technological conditions that may affect the organization

E) includes economic and global conditions that may affect the organization

Answer: A

Diff: 2 Type: MC Page Ref: 54

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

76) The specific environment of organizations consists of external forces that have a direct impact on managers' decisions and actions. The main forces are customers, suppliers, competitors, and _____.

A) legislators

B) pressure groups

C) employees

D) lawyers

E) shareholders

Answer: B

Diff: 2 Type: MC Page Ref: 54

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

77) Which of the following is not an example of a force in the specific environment?

A) customers

B) demographics

C) suppliers

D) competitors

E) pressure groups

Answer: B

Diff: 1 Type: MC Page Ref: 54

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

78) The primary goal of managers when dealing with suppliers is to ensure a steady flow of _____.

A) cash from investors into the organization

B) inputs at the lowest price available

- C) customers at the distribution outlets
- D) industry entrants to help maximize the competition among suppliers
- E) cheap labour to produce products at the lowest possible cost

Answer: B

Diff: 2 Type: MC Page Ref: 55

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

79) The Internet is having an impact on determining who an organization's competitors are because it has _____.

- A) defined the common markets for all industry competitors
- B) made the products they sell more valuable to the customer
- C) virtually eliminated the need for shopping malls
- D) virtually eliminated geographic boundaries
- E) made it more difficult for smaller competitors to compete on a global scale

Answer: D

Diff: 3 Type: MC Page Ref: 55

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

80) For an amusement theme park such as Paramount Canada's Wonderland in Toronto, an insurance provider would be an example of which factor in their specific environment?

- A) competitor
- B) customer
- C) pressure group
- D) government agency
- E) supplier

Answer: E

Diff: 2 Type: MC Page Ref: 55

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

81) For an organization such as a hospital that needs nurses, the labour union and the local labour market are examples of which factors in their specific environment?

- A) pressure group and supplier
- B) customer and special-interest group
- C) both are examples of suppliers
- D) government agency and competitor
- E) pressure group and competitor

Answer: C

Diff: 3 Type: MC Page Ref: 55

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

82) Which of the following is included in an organization's specific environment?

- A) interest rates
- B) government legislation
- C) demographics
- D) competitors
- E) inflation

Answer: D

Diff: 2 Type: MC Page Ref: 55

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

83) United Parcel Service represents what factor to Canada Post in its specific environment?

- A) competitor
- B) supplier
- C) customer
- D) government agency
- E) pressure group

Answer: A

Diff: 2 Type: MC Page Ref: 55

Topic: Describe the features of the specific and general organizational environments
Skill: Applied

84) Economic conditions include all of the following factors except _____.

- A) federal government legislation
- B) interest rates
- C) changes in disposable income
- D) stock market fluctuations
- E) inflation

Answer: A

Diff: 2 Type: MC Page Ref: 56

Topic: Describe the features of the specific and general organizational environments
Skill: Applied

85) Political/legal conditions in Canada include all of the following factors except

_____.

- A) human rights
- B) interest rates
- C) employment equity
- D) the competition bureau
- E) egg marketing boards

Answer: B

Diff: 3 Type: MC Page Ref: 56

Topic: Describe the features of the specific and general organizational environments
Skill: Applied

86) To a cable television provider such as Shaw Cablesystems, a satellite TV company such as Bell ExpressVu would be considered a _____.

- A) customer
- B) supplier
- C) pressure group
- D) competitor
- E) regulator

Answer: D

Diff: 1 Type: MC Page Ref: 55

Topic: Describe the features of the specific and general organizational environments.

Skill: Applied

87) According to our textbook, _____ is having an impact on determining an organization's competitors because it has virtually eliminated geographic boundaries.

- A) local area network
- B) the intranet
- C) the Internet
- D) video conferencing
- E) government legislation

Answer: C

Diff: 1 Type: MC

Topic: Describe the features of the specific and general organizational environments.

Skill: Recall

88) Neighbourhood activists who protest against the building of "big box" stores would be considered which factor in the specific environment for Wal-Mart or Home Depot?

- A) competitor
- B) pressure group
- C) customer
- D) government agency
- E) supplier

Answer: B

Diff: 2 Type: MC Page Ref: 55

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

89) The general environment of an organization includes which of the following?

- A) demographic conditions
- B) issues directly relevant to achieving organizational goals
- C) stakeholders
- D) suppliers
- E) pressure groups

Answer: A

Diff: 1 Type: MC Page Ref: 56

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

- 90) Which of the following statements concerning the specific and general environments of an organization is most accurate?
- A) Changes in the general environment usually have less impact than changes in the specific environment.
 - B) Changes in the specific environment usually have less impact than changes in the general environment.
 - C) Changes in both environments usually have an equal impact on the organization.
 - D) Changes in either environment usually have little impact on the organization.
 - E) Changes in either environment usually have more impact than changes in the organization's culture.

Answer: A

Diff: 3 Type: MC Page Ref: 56

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

- 91) Which of the following is usually part of an organization's general environment?
- A) weather conditions
 - B) political conditions
 - C) competitors
 - D) suppliers
 - E) pressure groups

Answer: B

Diff: 2 Type: MC Page Ref: 56

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

- 92) Interest rates, inflation rates, and stock market indexes are all examples of what factor in an organization's general environment?
- A) economic
 - B) political
 - C) socio-cultural
 - D) technological
 - E) legal

Answer: A

Diff: 1 Type: MC Page Ref: 56

Topic: Describe the features of the specific and general organizational environments
Skill: Applied

- 93) A downturn in contributions from the public to the United Way charity is an example of the impact from what factor in its general environment?
- A) political
 - B) socio-cultural

- C) technological
- D) economic
- E) global

Answer: D

Diff: 2 Type: MC Page Ref: 56

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

94) The Canadian Human Rights Act is an example of a _____.

- A) sociolegal condition
- B) political/legal condition
- C) political/sociological condition
- D) socio-cultural condition
- E) demographic condition

Answer: B

Diff: 3 Type: MC Page Ref: 56

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

95) Which act makes it illegal for employers to discriminate on the basis of race, national or ethnic origin, colour, religion, age, sex, marital status, mental or physical disability, or sexual orientation?

- A) Canadian Human Rights Act
- B) Canada's Employment Equity Act
- C) Canada's Competition Act
- D) Canadian Civil Liberties Act
- E) Canadian Charter of Rights and Freedoms

Answer: A

Diff: 3 Type: MC Page Ref: 56

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

96) Socio-cultural conditions consist of the _____.

- A) demographic profiles of an organization's suppliers
- B) laws that govern human rights and the competitive activities of organizations in a society
- C) level of unemployment and real economic incomes of workers
- D) changing expectations of the society in which organizations operate
- E) socialization processes that help to maintain organizational cultures

Answer: D

Diff: 3 Type: MC Page Ref: 57

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

97) When researchers discovered a link between trans fatty acids and heart disease, many consumers became concerned. As a result, Ontario-based Voortman's Cookies

decided to eliminate all trans fats from its products. Voortman's was responding to changing _____ conditions.

- A) political/legal
- B) economic
- C) technological
- D) socio-cultural
- E) competitive

Answer: D

Diff: 3 Type: MC Page Ref: 57

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

98) As employees have begun to seek more balance in their lives, organizations have had to adjust by offering family leave policies, more flexible work hours, and even on-site childcare facilities. This is an example of how changing _____ conditions can affect an organization.

- A) demographic
- B) economic
- C) socio-cultural
- D) technological
- E) political/legal

Answer: C

Diff: 3 Type: MC Page Ref: 57

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

99) As more consumers have become aware of the use of rendered feed and the poor treatment of chickens in many large-scale poultry farms, some farm managers have switched to all-natural feed and "free range" breeding methods. This is an example of how changing _____ conditions can affect an organization.

- A) demographic
- B) economic
- C) socio-cultural
- D) technological
- E) political/legal

Answer: C

Diff: 3 Type: MC Page Ref: 57

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

100) Human resources managers are increasingly using the Internet to search for qualified candidates through on-line resumé systems and job-posting websites. This is an example of how changing _____ conditions can affect an organization.

- A) demographic
- B) economic
- C) socio-cultural

- D) technological
- E) political/legal

Answer: D

Diff: 2 Type: MC Page Ref: 58

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

101) Which of the following demographic groups includes individuals who were born between the years 1946 and 1964?

- A) the Depression group
- B) the World War II group
- C) the Baby Boomers
- D) Generation X
- E) Generation Y

Answer: C

Diff: 2 Type: MC Page Ref: 58

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

102) According to the textbook, the members of which one of the following demographic groups are thinking, learning, creating, shopping, and playing in fundamentally different ways that are likely to greatly impact organizations and managers?

- A) the Depression group
- B) the World War II group
- C) the Baby Boomers
- D) Generation Y
- E) Generation X

Answer: D

Diff: 3 Type: MC Page Ref: 61

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

103) For most organizations, the most rapidly changing factor has been _____ conditions.

- A) global
- B) economic
- C) socio-cultural
- D) technological
- E) political/legal

Answer: D

Diff: 2 Type: MC Page Ref: 58

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

104) The enhanced speed and quality of managerial decision-making due to improvements in office automation is an example of the impact of which general environmental factor?

- A) global
- B) socio-cultural
- C) political
- D) technological
- E) demographic

Answer: D

Diff: 2 Type: MC Page Ref: 58

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

105) Which of the following are the two dimensions of environmental uncertainty?

- A) degree of change and degree of complexity
- B) degree of change and degree of flexibility
- C) degree of complexity and degree of impact
- D) degree of impact and degree of uncertainty
- E) degree of risk and degree of complexity

Answer: A

Diff: 3 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

106) If the components of an organization's environment change frequently, the organization is operating in a _____ environment.

- A) stable
- B) secure
- C) dynamic
- D) constant
- E) complex

Answer: C

Diff: 1 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments.

107) Since the emergence of digital music formats, the recorded music industry has been operating in an environment that is best described as _____.

- A) stable
- B) static
- C) dynamic
- D) flexible
- E) divergent

Answer: C

Diff: 2 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

108) If the components in an organization's environment change frequently, it is called a _____ environment.

- A) dysfunctional
- B) divergent
- C) dynamic
- D) difficult
- E) transitory

Answer: C

Diff: 1 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

109) D&B Designs has been in the landscape design business in Pleasantville for the past 20 years. As the "first mover" in the market, the company has built a strong market share over the years and is the best-known firm in the area. The company strength increased steadily, and now stands at 50 employees. Which of the following, if true, would make the company's business environment more uncertain?

- A) Homeowners in the area take pride in their gardens and are avid do-it-yourself gardeners.
- B) Demand for landscaping services dips every autumn and winter.
- C) A long-time competitor quit the landscape design business last year.
- D) Zoning laws in the area change as each new city council comes into power.
- E) A new housing development is being built in town.

Answer: D

Diff: 3 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

110) Managers try to minimize _____ because it is a threat to an organization's effectiveness.

- A) product development
- B) uncertainty
- C) inflation
- D) efficiency
- E) technology

Answer: B

Diff: 1 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

111) Given a choice, most managers would prefer to operate in environments that are _____.

- A) simple and stable
- B) simple and dynamic
- C) complex and dynamic

- D) complex and stable
- E) dynamic and flexible

Answer: A

Diff: 3 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments
Skill: Applied

- 112) In which of the following environments do managers in an organization have the greatest influence on organizational outcomes?
- A) stable and complex environments
 - B) dynamic and simple environments
 - C) stable and simple environments
 - D) dynamic and complex environments
 - E) specific and general environments

Answer: C

Diff: 2 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

- 113) _____ are any constituencies in the organization's external environment that are affected by the organization's decisions and actions.
- A) Stockholders
 - B) Pressure groups
 - C) Suppliers
 - D) Stakeholders
 - E) Consumers

Answer: D

Diff: 1 Type: MC Page Ref: 60

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

- 114) The degree of _____ refers to the number of components in an organization's environment and the extent of the knowledge that the organization has about those components.
- A) stability
 - B) flexibility
 - C) complexity
 - D) change
 - E) risk

Answer: C

Diff: 3 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

- 115) The first step of managing external stakeholder relationships is to identify who the stakeholders are. The second step is to determine _____.

- A) how critical each stakeholder is to the organization
- B) what the law courts might do when a stakeholder files a claim against the organization
- C) what particular interests or concerns the stakeholders might have
- D) how many stakeholders there are in each stakeholder group
- E) how to manage the different stakeholder relationships

Answer: C

Diff: 3 Type: MC Page Ref: 60

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

116) Refer to the scenario below to answer the following questions.

Dimensions of Culture (Scenario)

Todd works for SeaLan Tech, a small environmental consulting firm that has just been purchased by Zerex, Inc., a large biomedical research organization. The work environment at SeaLan had always been friendly and cooperative; people worked in teams and were encouraged to take risks. However, after meeting with the management of the new parent company, Todd believes there are considerable differences between the organizational cultures of Zerex and SeaLan. He is concerned that the new company will eliminate SeaLan's old culture, and he does not like the prospects.

If you asked Todd to define the term *organizational culture*, he would probably say it is _____.

- A) the formal rules of an organization
- B) the nationality of the workers in the company
- C) a system of shared meaning
- D) a system that reflects diversity and respect for differences
- E) the strategic focus of an organization

Answer: C

Diff: 1 Type: MC Page Ref: 42

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

117) Refer to the scenario below to answer the following questions.

Dimensions of Culture (Scenario)

Todd works for SeaLan Tech, a small environmental consulting firm that has just been purchased by Zerex, Inc., a large biomedical research organization. The work environment at SeaLan had always been friendly and cooperative; people worked in teams and were encouraged to take risks. However, after meeting with the management of the new parent company, Todd believes there are considerable differences between the organizational cultures of Zerex and SeaLan. He is

concerned that the new company will eliminate SeaLan's old culture, and he does not like the prospects.

Todd is concerned that the managers at Zerex focus more on results than the methods used to achieve those results. This relates to which dimension of organizational culture?

- A) stability
- B) aggressiveness
- C) team orientation
- D) attention to detail
- E) outcome orientation

Answer: E

Diff: 2 Type: MC Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

118) **Refer to the scenario below to answer the following questions.**

Dimensions of Culture (Scenario)

Todd works for SeaLan Tech, a small environmental consulting firm that has just been purchased by Zerex, Inc., a large biomedical research organization. The work environment at SeaLan had always been friendly and cooperative; people worked in teams and were encouraged to take risks. However, after meeting with the management of the new parent company, Todd believes there are considerable differences between the organizational cultures of Zerex and SeaLan. He is concerned that the new company will eliminate SeaLan's old culture, and he does not like the prospects.

Todd believes that the managers at Zerex are not very concerned about how their decisions affect other people in the organization. This relates to which dimension of organizational culture?

- A) stability
- B) aggressiveness
- C) team orientation
- D) people orientation
- E) outcome orientation

Answer: D

Diff: 3 Type: MC Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

119) **Refer to the scenario below to answer the following questions.**

Dimensions of Culture (Scenario)

Todd works for SeaLan Tech, a small environmental consulting firm that has just been purchased by Zerex, Inc., a large biomedical research organization. The work environment at SeaLan had always been friendly and cooperative; people worked in teams and were encouraged to take risks. However, after meeting with the management of the new parent company, Todd believes there are considerable differences between the organizational cultures of Zerex and SeaLan. He is concerned that the new company will eliminate SeaLan's old culture, and he does not like the prospects.

Managers at Zerex have informed Todd that they will require a higher standard of precision and accuracy in his monthly reports. This relates to which dimension of organizational culture?

- A) stability
- B) aggressiveness
- C) team orientation
- D) outcome orientation
- E) attention to detail

Answer: E

Diff: 2 Type: MC Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

120) *Refer to the scenario below to answer the following questions.*

Dimensions of Culture (Scenario)

Todd works for SeaLan Tech, a small environmental consulting firm that has just been purchased by Zerex, Inc., a large biomedical research organization. The work environment at SeaLan had always been friendly and cooperative; people worked in teams and were encouraged to take risks. However, after meeting with the management of the new parent company, Todd believes there are considerable differences between the organizational cultures of Zerex and SeaLan. He is concerned that the new company will eliminate SeaLan's old culture, and he does not like the prospects.

The organizational culture at SeaLan is best described as _____.

- A) low on team orientation, low on risk-taking, and low on aggressiveness
- B) high on team orientation, low on risk-taking, and low on aggressiveness
- C) high on team orientation, high on risk-taking, and low on aggressiveness
- D) high on team orientation, high on risk-taking, and high on aggressiveness
- E) high on team orientation, low on risk-taking, and high on aggressiveness

Answer: C

Diff: 3 Type: MC Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

121) ***Refer to the scenario below to answer the following questions.***

Changing Organizational Culture (Scenario)

Jenna has been asked by the company president to change the organizational culture to reflect the company's new organizational goals. As executive vice-president, she certainly understands the goals but is really not sure that she understands what to do about the culture.

Jenna asked employees if they knew what constituted "good employee behaviour." She found that very few understood, and most had a variety of ideas. This is one indication that her company has _____.

- A) a strong culture
- B) a weak culture
- C) no culture
- D) high employee turnover
- E) unproductive employees

Answer: B

Diff: 2 Type: MC Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

122) ***Refer to the scenario below to answer the following questions.***

Changing Organizational Culture (Scenario)

Jenna has been asked by the company president to change the organizational culture to reflect the company's new organizational goals. As executive vice-president, she certainly understands the goals but is really not sure that she understands what to do about the culture.

Jenna was surprised to discover that most organizations have _____ cultures.

- A) weak
- B) weak to moderate
- C) moderate to strong
- D) strong
- E) very strong

Answer: C

Diff: 1 Type: MC Page Ref: 43

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

123) ***Refer to the scenario below to answer the following questions.***

Changing Organizational Culture (Scenario)

Jenna has been asked by the company president to change the organizational culture to reflect the company's new organizational goals. As executive vice-president, she certainly understands the goals but is really not sure that she understands what to do about the culture.

Jenna observed that some departments have developed their own way of doing things based on the shared values and common situations experienced by their members. She has found evidence of _____ in the organization.

- A) dominant cultures
- B) subcultures
- C) innovative cultures
- D) symbolic cultures
- E) competing cultures

Answer: B

Diff: 2 Type: MC Page Ref: 44

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

124) *Refer to the scenario below to answer the following questions.*

Changing Organizational Culture (Scenario)

Jenna has been asked by the company president to change the organizational culture to reflect the company's new organizational goals. As executive vice-president, she certainly understands the goals but is really not sure that she understands what to do about the culture.

To help establish a dominant culture that is committed to the core values, Jenna suggests they hire individuals who will fit into the culture and strengthen the _____ processes that help new employees learn the organization's way of doing things.

- A) advertising
- B) storytelling
- C) ritual
- D) perception
- E) socialization

Answer: E

Diff: 2 Type: MC Page Ref: 50

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

125) *Refer to the scenario below to answer the following questions.*

Changing Organizational Culture (Scenario)

Jenna has been asked by the company president to change the organizational culture to reflect the company's new organizational goals. As executive vice-president, she certainly understands the goals but is really not sure that she understands what to do about the culture.

Jenna wants to ensure that her organization's culture will help shape high ethical standards for all employees and managers. She proposes that it be high in risk tolerance, low to moderate in aggressiveness, and focused on _____.

- A) means
- B) outcomes
- C) freedom
- D) both means and outcomes
- E) both freedom and outcomes

Answer: D

Diff: 3 Type: MC Page Ref: 50

Topic: Describe the kinds of cultures managers can create

Skill: Recall

126) **Refer to the scenario below to answer the following questions.**

Environmental Uncertainty (Scenario)

It is safe to say that managers do not have complete control over organizational outcomes; the environment has a significant impact. It is important for managers to learn both what the components of the environment are and how the environment will affect their organizations.

An Internet-based company facing many new competitors and frequent technological breakthroughs is operating in what kind of environment?

- A) divergent
- B) static
- C) flexible
- D) dynamic
- E) stable

Answer: D

Diff: 2 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

127) **Refer to the scenario below to answer the following questions.**

Environmental Uncertainty (Scenario)

It is safe to say that managers do not have complete control over organizational outcomes; the environment has a significant impact. It is important for managers to

learn both what the components of the environment are and how the environment will affect their organizations.

A grocery store that has few components in its environment and minimal need for knowledge about its suppliers or customers is operating under conditions of low

- _____.
- A) complexity
 - B) flexibility
 - C) stability
 - D) divergency
 - E) simplicity

Answer: A

Diff: 3 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

128) *Refer to the scenario below to answer the following questions.*

Environmental Uncertainty (Scenario)

It is safe to say that managers do not have complete control over organizational outcomes; the environment has a significant impact. It is important for managers to learn both what the components of the environment are and how the environment will affect their organizations.

An online brokerage company such as E*TRADE that is dealing with many environmental components and requires a high level of knowledge about Internet operations is operating in a highly _____ environment.

- A) flexible
- B) static
- C) stable
- D) complex
- E) divergent

Answer: D

Diff: 2 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

129) *Refer to the scenario below to answer the following questions.*

Environmental Uncertainty (Scenario)

It is safe to say that managers do not have complete control over organizational outcomes; the environment has a significant impact. It is important for managers to learn both what the components of the environment are and how the environment will affect their organizations.

To help managers understand how the environment affects their organizations, the environmental uncertainty matrix sorts industries into four cells based on two dimensions: degree of _____ and degree of _____.

- A) change; flexibility
- B) change; complexity
- C) complexity; risk
- D) complexity; impact
- E) impact; uncertainty

Answer: B

Diff: 3 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

130) Refer to the scenario below to answer the following questions.

Environmental Uncertainty (Scenario)

It is safe to say that managers do not have complete control over organizational outcomes; the environment has a significant impact. It is important for managers to learn both what the components of the environment are and how the environment will affect their organizations.

Given a choice, most managers would prefer to operate in Cell 1 of the environmental uncertainty matrix, where the environment is _____.

- A) simple and stable
- B) simple and dynamic
- C) complex and dynamic
- D) complex and stable
- E) dynamic and flexible

Answer: A

Diff: 2 Type: MC Page Ref: 59

Topic: Describe the features of the specific and general organizational environments
Skill: Recall

131) Refer to the scenario below to answer the following questions.

The External Environment (Scenario)

DigiTech Corporation is a manufacturer of handheld language translation devices. There are many forces in the external environment that influence DigiTech, and its managers are monitoring them closely. One factor is the upcoming federal election. If elected, the leading political candidate has promised to cut corporate taxes to help stimulate the economy. Another factor is the emergence of new competitors with products similar to DigiTech's best-selling model: the Speak-Easy. Advances in the processing speed of computer chips have shortened product development cycles and

made it easier for new companies to enter the market. Unfortunately, the recent increase in competition has led to supplier shortages of key components such as microphones and micro-speakers and has left DigiTech scrambling to find new sources!

The external environment of DigiTech consists of which two components?

- A) primary environment and secondary environment
- B) specific environment and organizational culture
- C) primary environment and organizational culture
- D) general environment and secondary environment
- E) general environment and specific environment

Answer: E

Diff: 1 Type: MC Page Ref: 54

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

132) ***Refer to the scenario below to answer the following questions.***

The External Environment (Scenario)

DigiTech Corporation is a manufacturer of handheld language translation devices. There are many forces in the external environment that influence DigiTech, and its managers are monitoring them closely. One factor is the upcoming federal election. If elected, the leading political candidate has promised to cut corporate taxes to help stimulate the economy. Another factor is the emergence of new competitors with products similar to DigiTech's best-selling model: the Speak-Easy. Advances in the processing speed of computer chips have shortened product development cycles and made it easier for new companies to enter the market. Unfortunately, the recent increase in competition has led to supplier shortages of key components such as microphones and micro-speakers and has left DigiTech scrambling to find new sources!

The upcoming federal election and the potential change of government involves which factor in DigiTech's external environment?

- A) economic conditions
- B) political/legal conditions
- C) socio-cultural conditions
- D) demographic conditions
- E) global conditions

Answer: B

Diff: 2 Type: MC Page Ref: 56

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

133) ***Refer to the scenario below to answer the following questions.***

The External Environment (Scenario)

DigiTech Corporation is a manufacturer of handheld language translation devices. There are many forces in the external environment that influence DigiTech, and its managers are monitoring them closely. One factor is the upcoming federal election. If elected, the leading political candidate has promised to cut corporate taxes to help stimulate the economy. Another factor is the emergence of new competitors with products similar to DigiTech's best-selling model: the Speak-Easy. Advances in the processing speed of computer chips have shortened product development cycles and made it easier for new companies to enter the market. Unfortunately, the recent increase in competition has led to supplier shortages of key components such as microphones and micro-speakers and has left DigiTech scrambling to find new sources!

The politician's promise to lower corporate taxes could affect which factor in DigiTech's external environment?

- A) economic conditions
- B) political/legal conditions
- C) socio-cultural conditions
- D) technological conditions
- E) global conditions

Answer: A

Diff: 2 Type: MC Page Ref: 56

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

134) ***Refer to the scenario below to answer the following questions.***

The External Environment (Scenario)

DigiTech Corporation is a manufacturer of handheld language translation devices. There are many forces in the external environment that influence DigiTech, and its managers are monitoring them closely. One factor is the upcoming federal election. If elected, the leading political candidate has promised to cut corporate taxes to help stimulate the economy. Another factor is the emergence of new competitors with products similar to DigiTech's best-selling model: the Speak-Easy. Advances in the processing speed of computer chips have shortened product development cycles and made it easier for new companies to enter the market. Unfortunately, the recent increase in competition has led to supplier shortages of key components such as microphones and micro-speakers and has left DigiTech scrambling to find new sources!

Rapid changes in _____ conditions have resulted in shorter product development cycles for DigiTech.

- A) economic
- B) political/legal

- C) socio-cultural
- D) technological
- E) global

Answer: D

Diff: 2 Type: MC Page Ref: 58

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

135) Refer to the scenario below to answer the following questions.

The External Environment (Scenario)

DigiTech Corporation is a manufacturer of handheld language translation devices. There are many forces in the external environment that influence DigiTech, and its managers are monitoring them closely. One factor is the upcoming federal election. If elected, the leading political candidate has promised to cut corporate taxes to help stimulate the economy. Another factor is the emergence of new competitors with products similar to DigiTech's best-selling model: the Speak-Easy. Advances in the processing speed of computer chips have shortened product development cycles and made it easier for new companies to enter the market. Unfortunately, the recent increase in competition has led to supplier shortages of key components such as microphones and micro-speakers and has left DigiTech scrambling to find new sources!

In DigiTech's specific environment, the number of _____ is increasing and there are shortages among its key _____.

- A) pressure groups; customers
- B) customers; competitors
- C) competitors; suppliers
- D) suppliers; investors
- E) investors; agents

Answer: C

Diff: 2 Type: MC Page Ref: 57

Topic: Describe the features of the specific and general organizational environments

Skill: Applied

136) Refer to the scenario below to answer the following questions.

Manifestations of Culture (Scenario)

Jacob is vice-president of human resources at Z-Mart, a large chain of department stores with 120 locations across Canada. He is developing a short orientation video to help new employees learn about the organization's culture. The video will begin with the story of Z-Mart's founder, ZiggyZigwig, and how he started the company with one small store in Hamilton in 1960 and eventually built it into a national chain based on a simple philosophy: "cheaper is better." Today, Ziggy's founding values

continue to guide employees and managers as they continually look for ways to reduce prices and pass the savings along to customers. Next, the video will discuss the daily Z-Mart chant, and how each morning the store managers lead all the employees in a rousing store anthem that ends with everyone shouting, "CHEAPER IS BETTER! " The chant usually takes place in the comfortable employee lounges located at the back of every store. Finally, the video will explain some of the key terminology used at Z-Mart. For example, all sales clerks are called "associates," managers are called "partners," and a price reduction is affectionately called a "ziggy" as a nod to the company's founder!

If successful, Jacob's orientation video should help the _____ process that adapts employees to Z-Mart's culture.

- A) infiltration
- B) association
- C) socialization
- D) indoctrination
- E) assimilation

Answer: C

Diff: 2 Type: MC Page Ref: 45

Topic: Discuss the characteristics and importance of organizational culture

Skill: Recall

137) Refer to the scenario below to answer the following questions.

Manifestations of Culture (Scenario)

Jacob is vice-president of human resources at Z-Mart, a large chain of department stores with 120 locations across Canada. He is developing a short orientation video to help new employees learn about the organization's culture. The video will begin with the story of Z-Mart's founder, ZiggyZigwig, and how he started the company with one small store in Hamilton in 1960 and eventually built it into a national chain based on a simple philosophy: "cheaper is better." Today, Ziggy's founding values continue to guide employees and managers as they continually look for ways to reduce prices and pass the savings along to customers. Next, the video will discuss the daily Z-Mart chant, and how each morning the store managers lead all the employees in a rousing store anthem that ends with everyone shouting, "CHEAPER IS BETTER! " The chant usually takes place in the comfortable employee lounges located at the back of every store. Finally, the video will explain some of the key terminology used at Z-Mart. For example, all sales clerks are called "associates," managers are called "partners," and a price reduction is affectionately called a "ziggy" as a nod to the company's founder!

The part of the orientation video that introduces Ziggy and describes his founding philosophy is an example of a(n) _____.

- A) ritual
- B) story

- C) material symbol
- D) article
- E) theme

Answer: B

Diff: 2 Type: MC Page Ref: 46

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

138) Refer to the scenario below to answer the following questions.

Manifestations of Culture (Scenario)

Jacob is vice-president of human resources at Z-Mart, a large chain of department stores with 120 locations across Canada. He is developing a short orientation video to help new employees learn about the organization's culture. The video will begin with the story of Z-Mart's founder, ZiggyZigwig, and how he started the company with one small store in Hamilton in 1960 and eventually built it into a national chain based on a simple philosophy: "cheaper is better." Today, Ziggy's founding values continue to guide employees and managers as they continually look for ways to reduce prices and pass the savings along to customers. Next, the video will discuss the daily Z-Mart chant, and how each morning the store managers lead all the employees in a rousing store anthem that ends with everyone shouting, "CHEAPER IS BETTER! " The chant usually takes place in the comfortable employee lounges located at the back of every store. Finally, the video will explain some of the key terminology used at Z-Mart. For example, all sales clerks are called "associates," managers are called "partners," and a price reduction is affectionately called a "ziggy" as a nod to the company's founder!

The daily Z-Mart chant is as an example of _____.

- A) a ritual
- B) a story
- C) a material symbol
- D) an article
- E) cultural language

Answer: A

Diff: 2 Type: MC Page Ref: 47

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

139) Refer to the scenario below to answer the following questions.

Manifestations of Culture (Scenario)

Jacob is vice-president of human resources at Z-Mart, a large chain of department stores with 120 locations across Canada. He is developing a short orientation video to help new employees learn about the organization's culture. The video will begin

with the story of Z-Mart's founder, ZiggyZigwig, and how he started the company with one small store in Hamilton in 1960 and eventually built it into a national chain based on a simple philosophy: "cheaper is better." Today, Ziggy's founding values continue to guide employees and managers as they continually look for ways to reduce prices and pass the savings along to customers. Next, the video will discuss the daily Z-Mart chant, and how each morning the store managers lead all the employees in a rousing store anthem that ends with everyone shouting, "CHEAPER IS BETTER! " The chant usually takes place in the comfortable employee lounges located at the back of every store. Finally, the video will explain some of the key terminology used at Z-Mart. For example, all sales clerks are called "associates," managers are called "partners," and a price reduction is affectionately called a "ziggy" as a nod to the company's founder!

The comfortable employee lounges in each store are examples of _____.

- A) stories
- B) rituals
- C) material symbols
- D) articles
- E) themes

Answer: C

Diff: 2 Type: MC Page Ref: 48

Topic: Discuss the characteristics and importance of organizational culture

Skill: Applied

140) **Refer to the scenario below to answer the following questions.**

Manifestations of Culture (Scenario)

Jacob is vice-president of human resources at Z-Mart, a large chain of department stores with 120 locations across Canada. He is developing a short orientation video to help new employees learn about the organization's culture. The video will begin with the story of Z-Mart's founder, ZiggyZigwig, and how he started the company with one small store in Hamilton in 1960 and eventually built it into a national chain based on a simple philosophy: "cheaper is better." Today, Ziggy's founding values continue to guide employees and managers as they continually look for ways to reduce prices and pass the savings along to customers. Next, the video will discuss the daily Z-Mart chant, and how each morning the store managers lead all the employees in a rousing store anthem that ends with everyone shouting, "CHEAPER IS BETTER! " The chant usually takes place in the comfortable employee lounges located at the back of every store. Finally, the video will explain some of the key terminology used at Z-Mart. For example, all sales clerks are called "associates," managers are called "partners," and a price reduction is affectionately called a "ziggy" as a nod to the company's founder!

Calling a price reduction a "ziggy" is an example of _____.

- A) a ritual

- B) a story
- C) a material symbol
- D) cultural language
- E) a theme

Answer: D

Diff: 2 Type: MC Page Ref: 48

Topic: Discuss the characteristics and importance of organizational culture Skill: Applied

141) *Refer to the scenario below to answer the following questions.*

Managing Stakeholder Relationships (Scenario)

Natasha has been hired by Virtual Screen Corporation, a manufacturer of custom window coverings and retractable screen doors. Virtual Screen has recently been having problems with some of their major stakeholders. Some suppliers have been shipping poor quality materials, and customer complaints are increasing. Natasha has been hired to help resolve the current issues and to develop a plan for managing other stakeholder problems in the future.

Natasha begins by defining stakeholders as _____.

- A) the constituencies in the external environment that are employed by the organization
- B) the constituencies in the external environment that own shares in the organization
- C) the constituencies in the external environment that compete with the organization
- D) the constituencies in the external environment that regulate the industry
- E) any constituencies in the external environment that are affected by the organization's decisions and actions

Answer: E

Diff: 1 Type: MC Page Ref: 60

Topic: Describe the features of the specific and general organizational environments Skill: Recall

142) *Refer to the scenario below to answer the following questions.*

Managing Stakeholder Relationships (Scenario)

Natasha has been hired by Virtual Screen Corporation, a manufacturer of custom window coverings and retractable screen doors. Virtual Screen has recently been having problems with some of their major stakeholders. Some suppliers have been shipping poor quality materials, and customer complaints are increasing. Natasha has been hired to help resolve the current issues and to develop a plan for managing other stakeholder problems in the future.

Natasha decides how critical each stakeholder is to the organization. This is the _____ step in managing stakeholder relationships.

- A) first
- B) second
- C) third
- D) fourth
- E) fifth

Answer: C

Diff: 2 Type: MC Page Ref: 60

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

143) *Refer to the scenario below to answer the following questions.*

Managing Stakeholder Relationships (Scenario)

Natasha has been hired by Virtual Screen Corporation, a manufacturer of custom window coverings and retractable screen doors. Virtual Screen has recently been having problems with some of their major stakeholders. Some suppliers have been shipping poor quality materials, and customer complaints are increasing. Natasha has been hired to help resolve the current issues and to develop a plan for managing other stakeholder problems in the future.

Natasha identifies who the organization's stakeholders are. This is the _____ step in managing stakeholder relationships.

- A) first
- B) second
- C) third
- D) fourth
- E) fifth

Answer: A

Diff: 1 Type: MC Page Ref: 61

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

144) *Refer to the scenario below to answer the following questions.*

Managing Stakeholder Relationships (Scenario)

Natasha has been hired by Virtual Screen Corporation, a manufacturer of custom window coverings and retractable screen doors. Virtual Screen has recently been having problems with some of their major stakeholders. Some suppliers have been shipping poor quality materials, and customer complaints are increasing. Natasha has been hired to help resolve the current issues and to develop a plan for managing other stakeholder problems in the future.

Natasha determines what the particular interests or concerns of each stakeholder might be. This is the _____ step in managing stakeholder relationships.

- A) first
- B) second
- C) third
- D) fourth
- E) fifth

Answer: B

Diff: 2 Type: MC Page Ref: 61

Topic: Describe the features of the specific and general organizational environments

Skill: Recall

145) Refer to the scenario below to answer the following questions.

Managing Stakeholder Relationships (Scenario)

Natasha has been hired by Virtual Screen Corporation, a manufacturer of custom window coverings and retractable screen doors. Virtual Screen has recently been having problems with some of their major stakeholders. Some suppliers have been shipping poor quality materials, and customer complaints are increasing. Natasha has been hired to help resolve the current issues and to develop a plan for managing other stakeholder problems in the future.

Natasha determines how to manage the different stakeholder relationships based on how uncertain the environment is. This is the _____ step in managing stakeholder relationships.

- A) first
- B) second
- C) third
- D) fourth
- E) fifth

Answer: D

Diff: 2 Type: MC Page Ref: 61

Topic: Describe the features of the specific and general organizational environments.

Skill: Recall

146) In a short essay, differentiate between the symbolic view and the omnipotent view of management. Include specific examples of each view to support your answer.

Answer:

a. The view of managers as omnipotent is consistent with the stereotypical picture of the take-charge business executive who can overcome any obstacle in carrying out the organization's objectives. This omnipotent view isn't limited to business organizations. It can also be used to help explain the high turnover among college/university and professional sports coaches, who can be considered the "managers" of their teams. Coaches who lose more games than they win are seen

as ineffective. They are fired and replaced by new coaches who, it is hoped, will correct the inadequate performance. In the omnipotent view, when organizations perform poorly, someone has to be held accountable regardless of the reasons why, and in our society, that "someone" is managers. Of course, when things go well, someone needs to be praised. So managers also get the credit—even if they had little to do with achieving positive outcomes.

b. The symbolic view says that a manager's ability to affect outcomes is influenced and constrained by external factors. In this view, it is unreasonable to expect managers to significantly affect an organization's performance. Instead, an organization's results are influenced by factors outside the control of management. These factors include the economy, market changes, governmental policies, competitors' actions, conditions in the particular industry, control over proprietary technology, and decisions made by the previous manager. For example, when Blue Mantle, Home Hardware, and Army and Navy all decided to close in downtown Regina, it was not due to anything that their managers did but instead was due to forces beyond their control.

Diff: 2 Type: ES Page Ref: 40

Topic: Discuss the two differing views of how much control managers have.

Skill: Applied

- 147) In a short essay, define organizational culture and discuss the three implications of culture presented in the textbook.

Answer:

Organizational culture is a system of shared meaning and beliefs held by organizational members that determines, in large degree, how they act. It represents a common perception held by the organization's members. In every organization, there are systems or patterns of values, symbols, rituals, myths, and practices that have evolved over time. These shared values determine, to a large degree, what employees see, and how they respond to their world. When confronted with problems or work issues, the organizational culture influences what employees can do and how they conceptualize, define, analyze, and resolve these issues.

This definition of culture implies several things. First, culture is a perception. Individuals perceive the organizational culture on the basis of what they see, hear, or experience within the organization. Second, even though individuals may have different backgrounds or work at different organizational levels, they tend to describe the organization's culture in similar terms. That is the shared aspect of culture. Finally, organizational culture is a descriptive term. It's concerned with how members perceive the organization, not with whether they like it. It describes rather than evaluates.

Diff: 2 Type: ES Page Ref: 42

Topic: Discuss the characteristics and importance of organizational culture.

Skill: Recall

148) In a short essay, identify and define the seven dimensions that make up an organization's culture.

Answer:

1. Innovation and risk-taking—degree to which employees are encouraged to be innovative and to take risks.
2. Attention to detail—degree to which employees are expected to exhibit precision, analysis, and attention to detail.
3. Outcome orientation—degree to which managers focus on results or outcomes rather than on how these outcomes are achieved.
4. People orientation—degree to which management decisions take into account the effects on people in the organization.
5. Team orientation—degree to which work is organized around teams rather than individuals.
6. Aggressiveness—degree to which employees are aggressive and competitive rather than cooperative.
7. Stability—degree to which organizational decisions and actions emphasize maintaining the status quo.

Diff: 3 *Type: ES Page Ref: 43*

Topic: Discuss the characteristics and importance of organizational culture.

Skill: Recall

149) In a short essay, discuss how culture constrains managers. Include specific examples to support your answer.

Answer:

An organization's culture is particularly relevant to managers because it constrains what they can and cannot do. However, these constraints are rarely explicit. They're not written down, and it's unlikely that they'll even be spoken. But they're there, and all managers quickly learn what to do and not to do in their organization. For instance, you won't find the following values written down anywhere, but each example comes from a real organization.

- a. "Look busy even if you're not."
- b. "If you take risks and fail around here, you'll pay dearly for it."
- c. "Before you make a decision, run it by your boss so that he or she is never surprised."
- d. "We make our product only as good as the competition forces us to."
- e. "What made us successful in the past will make us successful in the future."
- f. "If you want to get to the top here, you have to be a team player."

Diff: 2 *Type: ES* *Page Ref: 48*

Topic: Discuss the characteristics and importance of organizational culture.

Skill: Applied

150) Identify the factors in both the specific and general environments that can influence an organization. Which group of factors usually has the most impact on the organization?

Answer:

The specific environment includes customers, suppliers, competitors, and pressure groups. The general environment includes the broad economic, political/legal, socio-cultural, demographic, technological, and global conditions that may affect an organization. Changes in the specific environment usually have a greater impact on the organization than changes in the general environment.

Diff: 2 Type: ES Page Ref: 54

Topic: Describe the features of the specific and general organizational environments.

Skill: Recall