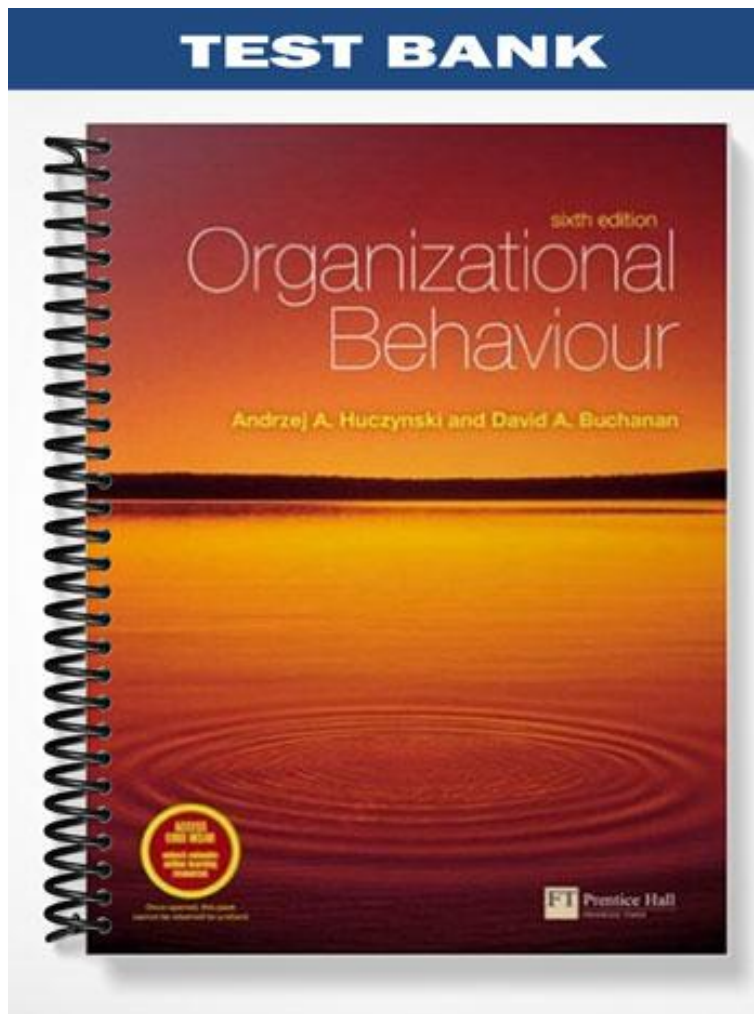


TEST BANK



MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) Which of the following is a contributing factor to globalization? 1) _____
A) Growth in number of knowledge workers
B) Post-modern organisations
C) International trade
- 2) Which of the following is one of the social and demographic trends affecting organisations? 2) _____
A) Higher proportion of women in the workforce
B) Freer international trade
C) Increased use of information technology
- 3) Which of the following statements applies to scenario planning? 3) _____
A) Helps managers to plan for the future.
B) Should always be used in environmental scanning.
C) Is a pretence based on best guesses.
- 4) Which of the following concepts is used in Duncan's typology of organisational environments? 4) _____
A) Environmental scanning
B) Environmental change
C) Environmental dynamism
- 5) Applying Duncan's typology of organisational environments, which type of environment would you expect a university to experience? 5) _____
A) Dynamic-simple B) Stable-simple C) Stable-complex
- 6) What kind of management attitude does Ansoff's surprising environment require? 6) _____
A) Efficiency driven B) Environment creating C) Market driven
- 7) Which of the following terms is NOT used to describe a post-modern organisation? 7) _____
A) Flexible B) Networked
C) De-layered D) Well-paid workers
- 8) Which dates apply to the modern organisational form? 8) _____
A) 1800–1970 B) 1990–present C) 1970–1990
- 9) Which model applies to the classical organisation? 9) _____
A) Organisation as an open system
B) Organisation as a machine
C) Organisation as a flexible tool
- 10) What school of thought is represented by the statement: 'Understanding depends on the attribution of meaning'? 10) _____
A) Phenomenology B) Politics C) Positivism
- 11) Which of the following questions is NOT asked by postmodernism? 11) _____
A) What does it mean to different people?
B) How do different people interpret it?
C) What does it mean?
- 12) The perspective that claims that internal organisational responses are wholly or mainly shaped, influenced or determined by external environmental factors is called: 12) _____

- A) Environmental uncertainty
- B) Environmental determinism
- C) Environmental dynamism
- D) Environmental complexity

- 13) According to Ansoff, which of the following types of environmental change is discontinuous? 13) _____
 A) Expanding B) Repetitive C) Changing D) Surprising
- 14) Which of the following is the best definition of environmental fit? 14) _____
 A) Environmental fit relates to the fit between organisational behaviour and the organisational environment.
 B) Environmental fit considers the external environmental factors that affect an organisation.
 C) Environmental fit is concerned with trying to understand environmental uncertainty.
- 15) Which of the following does this statement describe: 'the intensification of worldwide social relations'. 15) _____
 A) Globalization
 B) Environmental scanning
 C) Scenario planning
- 16) Whose typology of organisational environments does NOT offer suggestions on an appropriate organisational response? 16) _____
 A) Duncan B) Ansoff C) Emery-Trist
- 17) One of the limitations of environmental determinism is: 17) _____
 A) It does not help organisations to deal with discontinuous change.
 B) It assumes that all organisational environments are rapidly changing.
 C) It does not take into account that organisations can shape their environment.
- 18) Which of the following captures the essence of postmodernism? 18) _____
 A) Truth can be developed through a positivistic approach.
 B) Truth is constructed to serve the interests of particular social groups.
 C) Truth is what managers tell employees.
- 19) Which of the following types of research is NOT used by phenomenology? 19) _____
 A) Ethnographic research B) Inductive research
 C) Qualitative research D) Deductive research

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

- 20) Environmental scanning is concerned with monitoring the weather. True or false? 20) _____
- 21) Globalization affects organisational behaviour. True or false? 21) _____
- 22) Environmental scanning is another term for ecological concerns. True or false? 22) _____
- 23) Noise pollution is an ecological factor. True or false? 23) _____
- 24) Wage rates are a social factor. True or false? 24) _____
- 25) PESTLE analysis can be used as a basis for scenario planning. True or false? 25) _____
- 26) The Emery-Trist typology of organisational environments suggests an organisational response. True or false? 26) _____

- 27) According to the Emery-Trist typology, a turbulent environment needs fluid organisational structures and flexible managers. True or false? 27) _____
- 28) Environmental complexity is one of the dimensions of environmental dynamism. True or false? 28) _____
- 29) Managers have some control over their organisation's environment. True or false? 29) _____
- 30) Environmental change is the only external factor that affects organisational behaviour. True or false? 30) _____
- 31) The classical organisation is associated with the industrial age. True or false? 31) _____
- 32) The modern organisation ceased to exist at the end of the technological age. True or false? 32) _____
- 33) With which epistemological paradigm is deconstruction associated? 33) _____
- 34) A key aspect of deconstruction is the process of questioning assumptions. True or false? 34) _____
- 35) Postmodernism suggests that 'there are as many truths as there are people'. True or false? 35) _____
- 36) Language is used in the social construction of the truth. True or false? 36) _____
- 37) The organisational environment is only concerned with the physical world around us. True or false? 37) _____
- 38) A post-modern organisation is associated with the technological age. True or false? 38) _____
- 39) Duncan suggested that environmental complexity was more significant than environmental dynamism in determining environmental uncertainty. True or false? 39) _____
- 40) Environmental determinism relates to the pace of change of factors in the organisational environment. True or false? 40) _____
- 41) Managers may experience a different form of organisation from manual workers. True or false? 41) _____
- 42) Postmodernism is concerned with the use of language and symbols. True or false? 42) _____

MATCHING. Choose the item in column 2 that best matches each item in column 1.

Match the example to the type of teleworking it describes.

- | | | |
|-----------------|----------------------|-----------|
| 43) Classical | A) Technological age | 43) _____ |
| 44) Modern | B) Information age | 44) _____ |
| 45) Post-modern | C) Industrial age | 45) _____ |

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 46) Which of the following factors feature in PESTLE analysis? You may choose more than one correct answer. 46) _____
- | | | |
|------------------|---------------|------------------|
| A) Psychological | B) Ecological | C) Technological |
| D) Legal | E) Economic | F) Demographic |

G) Political

H) Geographical

J) Social

47) Which of the following are drawbacks of environmental scanning and PESTLE analysis? You may choose more than one correct answer. 47) _____

A) Can be time-consuming.

B) Linked to scenario planning.

C) Difficulty in finding significant information.

D) Civil unrest cannot be anticipated.

E) Provides a systematic approach to understanding the organisational environment.

48) What two terms are used by Duncan to describe environmental complexity? 48) _____

A) Dynamic

B) Simple

C) Complex

D) Stable

- 1) C
- 2) A
- 3) A
- 4) B
- 5) C
- 6) B
- 7) A
- 8) C
- 9) C
- 10) C
- 11) C
- 12) B
- 13) D
- 14) A
- 15) A
- 16) A
- 17) C
- 18) B
- 19) D
- 20) FALSE
- 21) FALSE
- 22) FALSE
- 23) FALSE
- 24) FALSE
- 25) FALSE
- 26) FALSE
- 27) FALSE
- 28) FALSE
- 29) FALSE
- 30) FALSE
- 31) FALSE
- 32) FALSE
- 33) FALSE
- 34) FALSE
- 35) FALSE
- 36) FALSE
- 37) FALSE
- 38) FALSE
- 39) FALSE
- 40) FALSE
- 41) FALSE
- 42) FALSE
- 43) C
- 44) A
- 45) B
- 46) B, C, D, E, G, J
- 47) A, C, D
- 48) B, C