

TEST BANK

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UNDERSTANDING MANAGEMENT 9e



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1. Business tends to be more personal in China.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 2

REFERENCES: 63

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

2. The most recent U.S. census data show that about one-third of all babies born 2011 were members of minority group.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: 2

REFERENCES: 65

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

3. There has been strong concern recently about climate change such as global warming caused by greenhouse gases, most notably carbon dioxide.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 2

REFERENCES: 66

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

4. The outer layer, the general environment, is widely dispersed and affects organizations directly.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: 1

REFERENCES: 68

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

5. The task environmental dimension includes all elements that occur naturally on earth, including plants, animals, rocks, and natural resources such as air, water, and climate.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: 2

REFERENCES: 68

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

6. In the 1970s, the Japanese taught the U.S. companies how to boost profits by keeping inventories lean through JIT.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 2

REFERENCES: 69

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

7. Customers are the people and organizations in the environment who acquire goods or services from the organization.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 70
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

8. Current employees, management, and especially corporate culture are part of an organization's internal environment.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 68
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

9. McDonalds, Burger King, and Checkers are competitors since all three sell fast food to individuals.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 69
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Application
OTHER: A

10. The raw materials that organizations use to produce its outputs are provided by customers.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: 1

REFERENCES: 70

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

11. The labor market is made up by people in the environment who can be hired to work for an organization.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 1

REFERENCES: 70

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

12. The technological dimension of the external environment includes scientific and technological advancements in a specific industry as well as in society at large.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 1

REFERENCES: 68

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

13. Labor market forces affecting organizations right now include the growing need for computer-literate knowledge workers and the necessity for continuous investment in human resources through recruitment, education, and training.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 69
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

14. The international dimension of the external environment represents events originating in foreign countries as well as opportunities for U.S. companies in other countries.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 68
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

15. If Johnson Lumber provides trees for Westvaco Paper Manufacturing, then Johnson Lumber is considered a supplier for Westvaco.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 69
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

16. Customers and competitors are two important sectors of the economic dimension of a firm's general environment.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: 2

REFERENCES: 68-69

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

17. Organizations must manage environmental uncertainty to be effective.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 1

REFERENCES: 70

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

18. The sociocultural dimension of the general environment includes societal norms and values.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 1

REFERENCES: 68

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

19. The economic dimension of the general environment includes consumer purchasing power.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 1

REFERENCES: 65

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

20. An example of part of the legal-political dimension of the general environment is a government's report on the decline of unemployment rate.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: 3

REFERENCES: 65

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Comprehension

OTHER: A

21. A political lobbyist for General Motors fills an essential boundary-spanning role.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 3

REFERENCES: 73

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

22. More organizations are requiring all employees to perform boundary-spanning because environmental shifts can happen quickly.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 73
LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

23. Competitive intelligence professionals are really just in-house snoops who obtain information about rival companies.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 73
LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

24. Managers in partnering organizations, given the increasing environmental uncertainty, are shifting from a partnership orientation to an adversarial orientation.
- a. True
 - b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 73
LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

25. A joint venture involves a strategic alliance or program by two or more organizations.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 74
LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

26. Due to the stable environment and lack of technological change, mergers and joint ventures rarely occur in the U.S.

- a. True
- b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 1
REFERENCES: 74
LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

27. Culture can be defined as the ability to speak different languages.

- a. True
- b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 1
REFERENCES: 75
LEARNING OBJECTIVES: MGMT.DAFT.15.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

28. Cultural values in organizations are rarely observed.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: 2

REFERENCES: 76

LEARNING OBJECTIVES: MGMT.DAFT.15.02-03 - 02-03

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

29. Physical symbols are associated with the surface level of organizational culture.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 2

REFERENCES: 76

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

30. The set of key values, beliefs, and norms, that are shared by members of an organization are combined to create the symbols of an organization.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: 2

REFERENCES: 78

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

31. A narrative based on events within the organization that is frequently repeated is called an organizational story.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 78
LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

32. A phrase or sentence that succinctly expresses a key corporate value is called a story.

- a. True
- b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 1
REFERENCES: 78
LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

33. The mythical sales representative at Robinson Jewelers who delivered a wedding ring directly to the church because the ring had been ordered late is an example of a hero.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 78
LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

34. A ceremony is a planned activity at a special event that is conducted for the benefit of an audience.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 1

REFERENCES: 79

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

35. In determining what cultural values are important for the organization, managers should consider the external environment as well as the company's strategy and goals.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 2

REFERENCES: 79

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

36. In adaptive cultures, managers are concerned with customers and processes that bring about useful change.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 2

REFERENCES: 80

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

37. An achievement culture is found in an environment that is dynamic and requires high-risk decision-making.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: 2

REFERENCES: 80

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

38. A results-oriented culture that values competitiveness, aggressiveness, personal initiative, and willingness to work long and hard to achieve results is called the achievement culture.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 2

REFERENCES: 81

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

39. The consistency culture has an external focus and a consistency orientation for a dynamic environment.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: 2

REFERENCES: 82

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

40. In today's business environment, most companies operate in a stable and rigid environment.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: 1

REFERENCES: 82

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

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

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 2

REFERENCES: 84

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

42. When an organization pays little attention to cultural values and instead focuses on business results, success will be difficult to sustain in the long run.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: 1

REFERENCES: 85

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

43. In a high performance culture, organizations put high emphasis on both culture and solid business performance as drivers of organizational success.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 85-86
LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

44. Quadrant A represents organizations that are focused primarily on bottom-line results and pay little attention to organizational values.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 85
LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

45. Companies in Quadrant D put high emphasis on both culture and solid business performance as drivers of organizational success.

- a. True
- b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 85
LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

46. The cultural leader articulates a vision for the organizational culture that employees can believe in and that generates excitement.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 87
LEARNING OBJECTIVES: MGMT.DAFT.15.02-06 - 02-06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

47. _____ includes all elements existing outside the boundary of the organization that have the potential to affect the organization.
- a. Organizational environment
 - b. Internal environment
 - c. Task environment
 - d. General environment
 - e. Technological environment

ANSWER: a
POINTS: 1
DIFFICULTY: 2
REFERENCES: 61
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

48. All of these are a part of an organization's task environment except_____.

- a. customers
- b. labor markets
- c. competitors
- d. employers
- e. suppliers

ANSWER: d

POINTS: 1

DIFFICULTY: 2

REFERENCES: 68

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

49. Which of these is NOT a part of an organization's general environment?

- a. Technological
- b. Economic
- c. Competitors
- d. Legal-political
- e. Sociocultural

ANSWER: c

POINTS: 1

DIFFICULTY: 1

REFERENCES: 62

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

50. The _____ of the external environment includes events originating in foreign countries as well as opportunities for American companies in other countries.
- a. customer relationships dimension
 - b. legal-political dimension
 - c. international dimension
 - d. sociocultural dimension
 - e. technological dimension

ANSWER: c

POINTS: 1

DIFFICULTY: 1

REFERENCES: 62

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

51. GreenTech Candies is a U.S.-based company that manufactures and distributes candy bars and snack foods globally. The company sources most of its cocoa and sugar from South American companies. This business relationship highlights which dimension of the task environment?
- a. Customers
 - b. Competitors
 - c. Labor market
 - d. Culture
 - e. Suppliers

ANSWER: e

POINTS: 1

DIFFICULTY: 3

REFERENCES: 69

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

52. _____ is(are) included in an organization's task environment.

- a. Suppliers
- b. Accounting procedures
- c. Technology
- d. Government
- e. Demographic characteristics

ANSWER: a

POINTS: 1

DIFFICULTY: 2

REFERENCES: 69

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

53. The _____ represents people in the environment who can be hired to work for the organization.

- a. competitors
- b. labor market
- c. suppliers
- d. customers
- e. government

ANSWER: b

POINTS: 1

DIFFICULTY: 1

REFERENCES: 69

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

54. Ally's Applesauce is in the process of hiring sixty new workers. The personnel department has a large pool of unskilled labor to draw from due to the high unemployment rate in the local area. Which dimension of the external environment is involved here?
- Sociocultural
 - Competitors
 - Technological
 - Labor market
 - Legal-political

ANSWER: d

POINTS: 1

DIFFICULTY: 2

REFERENCES: 69

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Analysis

OTHER: F

55. Scientific and technological advancements in a specific industry as well as in society at large are included in which general environment dimension?
- Sociocultural dimension
 - Legal-political dimension
 - Economic dimension
 - Technological dimension
 - Corporate culture dimension

ANSWER: d

POINTS: 1

DIFFICULTY: 1

REFERENCES: 68

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

56. Anyone considering doing business in China, according to Spotlight on Skills in Chapter 2, should keep in mind all of the following rules except _____.
- a. business is always personal
 - b. don't skip the small talk
 - c. remember that relationships are not short-term
 - d. be efficient with use of time
 - e. make contact frequently

ANSWER: d

POINTS: 1

DIFFICULTY: 1

REFERENCES: 63

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

57. Which of the following rules, according to Spotlight on Skills in Chapter 2, is about forging an emotional bond?
- a. Don't skip the small talk.
 - b. Business is always personal.
 - c. Remember that relationships are not short-term.
 - d. Make contact frequently.
 - e. Be efficient with use of time.

ANSWER: a

POINTS: 1

DIFFICULTY: 2

REFERENCES: 63

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

58. Which dimension of the general environment represents the demographic characteristics, norms, customs, and values of the population within which the organization operates?
- a. Legal-political dimension
 - b. Economic dimension
 - c. Technological dimension
 - d. Corporate culture dimension
 - e. Sociocultural dimension

ANSWER: e

POINTS: 1

DIFFICULTY: 1

REFERENCES: 64

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

59. When Miami Herald launches a Spanish-language newspaper, *El Nuevo Herald*, with articles emphasizing Hispanic, Cuban, and Latin American news and sports, it is responding to changes in _____ environment.
- a. sociocultural
 - b. technological
 - c. economic
 - d. supply chain
 - e. geographic

ANSWER: a

POINTS: 1

DIFFICULTY: 2

REFERENCES: 64

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Analysis

OTHER: A

60. The general environment dimension that includes consumer purchasing power, the unemployment rate, and interest rates is called the:
- a. legal-political dimension.
 - b. sociocultural dimension.
 - c. technological dimension.
 - d. economic dimension.
 - e. task dimension.

ANSWER: d

POINTS: 1

DIFFICULTY: 2

REFERENCES: 65

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

61. A government inspection has required your company to upgrade the safety equipment in the manufacturing process of ice creamery. What dimension of the external environment has influenced these upgrades?
- a. Technological
 - b. Legal-political
 - c. Task
 - d. Sociocultural
 - e. Economic

ANSWER: b

POINTS: 1

DIFFICULTY: 2

REFERENCES: 66

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

62. The _____ dimension of the general environment includes federal, state, and local government regulations.
- a. technological
 - b. legal-political
 - c. economic
 - d. sociocultural
 - e. international

ANSWER: b

POINTS: 1

DIFFICULTY: 1

REFERENCES: 65

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

63. Which of the following is NOT a part of adapting the organization to changes in the environment for coping with high environmental uncertainty?
- a. Boundary-spanning roles
 - b. Harvesting/divesting
 - c. Mergers/joint ventures
 - d. Interorganizational partnerships
 - e. All of these are a part of organizational response in adapting the organization to changes in the environment.

ANSWER: b

POINTS: 1

DIFFICULTY: 2

REFERENCES: 73

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

64. Which of the following roles are assumed by people and/or departments that link and coordinate the organization with key elements in the external environment?
- a. Figurehead
 - b. Liaison
 - c. Boundary-spanning
 - d. Disturbance handler
 - e. Leader

ANSWER: c

POINTS: 1

DIFFICULTY: 2

REFERENCES: 73

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

65. In response to pressure from environmental advocates, organizations have become increasingly sensitive to diminishing:
- a. natural resources.
 - b. economic resources.
 - c. financial resources.
 - d. human resources.
 - e. technology resources.

ANSWER: a

POINTS: 1

DIFFICULTY: 2

REFERENCES: 66

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

66. Which of the following dimensions of the general environment includes all elements that occur naturally on earth?
- a. Sociocultural dimension
 - b. Technological dimension
 - c. Economic dimension
 - d. Natural dimension
 - e. Environmental dimension

ANSWER: d

POINTS: 1

DIFFICULTY: 2

REFERENCES: 66

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

67. The people and organizations in the environment who acquire goods or services from the organization are:
- a. competitors.
 - b. suppliers.
 - c. customers.
 - d. employees.
 - e. potential employees.

ANSWER: c

POINTS: 1

DIFFICULTY: 1

REFERENCES: 68

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

68. Integrated Computers, Inc. wants to compile a profile of the customer it will target in its next promotional mailing. What environment would this be found in?
- a. Internal environment
 - b. Task environment
 - c. Work environment
 - d. General environment
 - e. None of these

ANSWER: b

POINTS: 1

DIFFICULTY: 2

REFERENCES: 68

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Analysis

OTHER: A

69. Which of these means that managers do not have sufficient information about environmental factors to understand and predict environmental needs and changes?
- a. Adaptation
 - b. Risk
 - c. Uncertainty
 - d. Knowledge
 - e. Education

ANSWER: c

POINTS: 1

DIFFICULTY: 2

REFERENCES: 70

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

70. _____environment consists of demographic factors, such as population density.

- a. Technological
- b. Sociocultural
- c. Legal-political
- d. Internal
- e. Economic

ANSWER: b

POINTS: 1

DIFFICULTY: 2

REFERENCES: 64

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

71. Roberta is a top-level executive at a banking institution. She spends a significant part of her day meeting with local government officials, every day consumers, and federal banking officials to address key issues in the banking industry. Roberta's role can best be described as_____.

- a. boundary-spanning
- b. adaptive
- c. interorganizational
- d. external
- e. internal

ANSWER: a

POINTS: 1

DIFFICULTY: 3

REFERENCES: 73

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

72. Kristen's Jewelry Shop has just hired a comparative shopper to visit other local jewelry stores to gain product pricing information. What strategy is this describing?
- a. Boundary-spanning roles.
 - b. A flexible structure.
 - c. Unfair practice.
 - d. Increase planning and forecasting.
 - e. Joint venture.

ANSWER: a

POINTS: 1

DIFFICULTY: 2

REFERENCES: 73

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

73. _____ is an approach to boundary spanning which results from using sophisticated software to search through large amounts of internal and external data to spot patterns, trends, and relationships that might be significant.
- a. Merger intelligence
 - b. Business intelligence
 - c. Competitive intelligence
 - d. Partnership intelligence
 - e. Environment intelligence

ANSWER: b

POINTS: 1

DIFFICULTY: 2

REFERENCES: 73

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

74. CellTech, Vtech, and PhoneTech, three large electronics companies, have recently collaborated to develop an innovative new cell phone. This is an example of which managerial trend?
- a. Outsourcing
 - b. Interorganizational partnership
 - c. Adversarial orientation
 - d. Merger
 - e. Boundary spanning

ANSWER: b

POINTS: 1

DIFFICULTY: 3

REFERENCES: 73

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

75. Jefferson and Squire is an advertising firm that is viewed as having a fast-paced and posh corporate culture. The company uses bold coloring with expensive accents in all office décor. This exemplifies which level of corporate culture?
- a. Visible artifacts
 - b. Underlying assumptions
 - c. Expressed values
 - d. Heroes
 - e. Ceremonies

ANSWER: a

POINTS: 1

DIFFICULTY: 3

REFERENCES: 76

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

76. In the current external business environment, which of the following is true?

- a. Corporate culture defines success.
- b. The business environment is static.
- c. Companies are more adversarial than ever before.
- d. Mergers are declining.
- e. Joint ventures are on the rise.

ANSWER: e

POINTS: 1

DIFFICULTY: 2

REFERENCES: 75

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

77. Based on the notion that organizations are dealing with a very turbulent and uncertain external environment, more organizations are requiring_____to perform boundary-spanning activities.

- a. top leaders
- b. middle managers
- c. line managers
- d. all employees
- e. suppliers

ANSWER: d

POINTS: 1

DIFFICULTY: 2

REFERENCES: 73

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

78. Companies can reduce boundaries and increase collaboration with other organizations by creating:
- a. flexible structures.
 - b. interorganizational partnerships.
 - c. new company cultures.
 - d. new supplier connections.
 - e. none of these.

ANSWER: b

POINTS: 1

DIFFICULTY: 1

REFERENCES: 73

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

79. _____ is a part of Ford's, the U.S. auto manufacturer, task environment.
- a. Inflation rate
 - b. Chrysler
 - c. Securities and Exchange Commission (SEC), a government regulating agency
 - d. Amazon.com, an online bookseller
 - e. Ford's corporate culture

ANSWER: b

POINTS: 1

DIFFICULTY: 2

REFERENCES: 69

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: A

80. Many organizations are adapting to the environment by developing more of a(n) _____ relationship rather than a(n) _____ relationship with competitors.
- a. adversarial, partnership
 - b. partnership, adversarial
 - c. strategic, competitive
 - d. competitive, strategic
 - e. none of these

ANSWER: b

POINTS: 1

DIFFICULTY: 2

REFERENCES: 73

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

81. When two or more organizations combine to become one, it is referred to as a:
- a. joint venture.
 - b. flexible structure.
 - c. mechanistic structure.
 - d. merger.
 - e. inorganic venture.

ANSWER: d

POINTS: 1

DIFFICULTY: 1

REFERENCES: 74

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

82. Molly Madison received "The Employee of the Month" Award at Internal Workings Remodeling Service in April. Molly would be considered a part of which of these for Internal Workings?
- a. General environment
 - b. Task environment
 - c. Economic environment
 - d. Internal environment
 - e. Legal-political environment

ANSWER: d

POINTS: 1

DIFFICULTY: 2

REFERENCES: 61

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

83. Culture can be defined as:
- a. the set of key values, beliefs, understandings, and norms shared by members of an organization.
 - b. the ability to speak different languages.
 - c. an object, act, or event that conveys meaning to others.
 - d. a narrative based on true events that is repeated frequently and shared by organizational employees.
 - e. none of these.

ANSWER: a

POINTS: 1

DIFFICULTY: 1

REFERENCES: 75

LEARNING OBJECTIVES: MGMT.DAFT.15.02-03 - 02-03

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

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

ANSWER: b

POINTS: 1

DIFFICULTY: 1

REFERENCES: 76

LEARNING OBJECTIVES: MGMT.DAFT.15.02-03 - 02-03

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

85. ____ are associated with surface level of organizational culture.
- Values
 - Norms
 - Manners of dress
 - Beliefs
 - All of these

ANSWER: c

POINTS: 1

DIFFICULTY: 2

REFERENCES: 76

LEARNING OBJECTIVES: MGMT.DAFT.15.02-03 - 02-03

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

86. An object, act, or event that conveys meaning to others is referred to as a:

- a. symbol.
- b. slogan.
- c. story.
- d. hero.
- e. culture.

ANSWER: a

POINTS: 1

DIFFICULTY: 1

REFERENCES: 78

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

87. Which of the following would be considered a visual representation(s) of a company's corporate culture?

- a. All department heads have an executive office.
- b. Each department has an award plaque for employee of the month.
- c. All employees are dressed in professional business attire.
- d. Top level executives drive company owned sports car.
- e. All of these.

ANSWER: e

POINTS: 1

DIFFICULTY: 2

REFERENCES: 76

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

88. Symbols, stories, and heroes are important because they:
- entertain executive level management.
 - address the concerns of government.
 - acquaint customers to the organization.
 - communicate the significant values of an organization.
 - free organizations from legal obligations.

ANSWER: d

POINTS: 1

DIFFICULTY: 1

REFERENCES: 76

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

89. Roadtec Tire Company has a corporate culture that emphasizes an internal focus on the involvement and participation of employees, placing high value on meeting the needs of employees. The company is known for its caring, family-like atmosphere. Which type of corporate culture does Roadtec possess?
- Adaptability culture
 - Achievement culture
 - Consistency culture
 - Involvement culture
 - Matrix culture

ANSWER: d

POINTS: 1

DIFFICULTY: 3

REFERENCES: 81

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

90. _____ is a narrative based on true event that is repeated frequently and shared by organizational employees.

- a. Symbol
- b. Slogan
- c. Story
- d. Hero
- e. Culture

ANSWER: c

POINTS: 1

DIFFICULTY: 1

REFERENCES: 78

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

91. A figure who exemplifies the deeds, character, and attributes of a corporate culture is referred to as a:

- a. symbol.
- b. stories.
- c. slogan.
- d. hero.
- e. culture.

ANSWER: d

POINTS: 1

DIFFICULTY: 1

REFERENCES: 78

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

92. Heroes are important to an organization due to the fact that they:

- a. exemplify key values of the organization.
- b. exemplify a strong corporate culture.
- c. serve as examples to other employees.
- d. all of these.
- e. none of these.

ANSWER: d

POINTS: 1

DIFFICULTY: 2

REFERENCES: 78

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

93. A _____ represents a phrase or sentence that succinctly expresses a key corporate value.

- a. symbol
- b. stories
- c. culture
- d. hero
- e. slogan

ANSWER: e

POINTS: 1

DIFFICULTY: 1

REFERENCES: 78

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

94. McDonald's "We Love to See You Smile" is an example of a:

- a. ceremony.
- b. symbol.
- c. ritual.
- d. slogan.
- e. political activity.

ANSWER: d

POINTS: 1

DIFFICULTY: 2

REFERENCES: 78

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: F

95. "Chiquita. Perfect for Life." was Chiquita's:

- a. ceremony.
- b. slogan.
- c. symbol.
- d. ritual.
- e. all of these.

ANSWER: b

POINTS: 1

DIFFICULTY: 2

REFERENCES: 78

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

96. If a company emphasizes that "no purchase is complete until the customer is satisfied," then it's:
- a. utilizing a symbol.
 - b. communicating its values to customers.
 - c. using a slogan to present their values to customers and employees.
 - d. utilizing a hero for the purpose of conveying values.
 - e. using customers to harass the employees.

ANSWER: c

POINTS: 1

DIFFICULTY: 1

REFERENCES: 78

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: F

97. For Southwest Airlines, all of the following can be suppliers except:
- a. Exxon (providing jet fuel).
 - b. Citibank (providing finances).
 - c. Delta Airlines (providing competition).
 - d. Boeing (providing planes).
 - e. All of these are suppliers for Southwest Airlines.

ANSWER: c

POINTS: 1

DIFFICULTY: 3

REFERENCES: 69

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

98. The adaptability culture emerges in an environment that requires _____ response and _____ decision making.
- a. fast; high-risk
 - b. fast; low-risk
 - c. slow; high-risk
 - d. slow; low-risk
 - e. regulated; low-risk

ANSWER: a

POINTS: 1

DIFFICULTY: 3

REFERENCES: 80

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

99. All of the following are types of corporate cultures except:
- a. adaptability culture.
 - b. clan culture.
 - c. consistency culture.
 - d. involvement culture.
 - e. achievement culture.

ANSWER: b

POINTS: 1

DIFFICULTY: 2

REFERENCES: 80

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

100. Which of the following cultures is suited to organizations that are concerned with servicing specific customers in the external environment but without the intense need for flexibility and rapid change?
- a. Adaptability culture
 - b. Clan culture
 - c. Achievement culture
 - d. Consistency culture
 - e. None of these

ANSWER: c

POINTS: 1

DIFFICULTY: 2

REFERENCES: 81

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

101. The involvement culture has a(n)_____focus on the involvement and participation of employees to rapidly meet changing needs from the environment.
- a. external
 - b. internal
 - c. structural
 - d. competitive
 - e. technological

ANSWER: b

POINTS: 1

DIFFICULTY: 1

REFERENCES: 81

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

102. The consistency culture has a(n)_____focus and an orientation for a_____environment.

- a. external, stable
- b. external, dynamic
- c. internal, stable
- d. internal, dynamic
- e. structural, dynamic

ANSWER: c

POINTS: 1

DIFFICULTY: 3

REFERENCES: 82

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

103. Which of the following cultures values and rewards a methodical, rational, orderly way of doing things?

- a. Achievement culture
- b. Involvement culture
- c. Accomplishment culture
- d. Consistency culture
- e. Adaptability culture

ANSWER: d

POINTS: 1

DIFFICULTY: 2

REFERENCES: 82

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

104. _____ plays a key role in creating an organizational climate that enables learning and innovative responses to threats from the external environment, challenging new opportunities, or organizational crises.
- a. Mission statement
 - b. Vision statement
 - c. Competitive intelligence
 - d. Employee training
 - e. Corporate culture

ANSWER: e

POINTS: 1

DIFFICULTY: 2

REFERENCES: 84

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

105. Terry manages a food distribution company that is highly focused on creating a strong cohesive culture, but the company does not tie organizational values directly to goals and desired business results. Terry's company most likely falls in which quadrant of organizational performance and culture?
- a. Quadrant A
 - b. Quadrant B
 - c. Quadrant C
 - d. Quadrant D
 - e. Quadrant E

ANSWER: d

POINTS: 1

DIFFICULTY: 3

REFERENCES: 84-85

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Analysis

OTHER: A

106. A high-performance culture is based on all of the following except:
- a. solid organizational mission.
 - b. shared adaptive values.
 - c. individual employee ownership of bottom-line results.
 - d. individual employee ownership of organization's cultural backbone.
 - e. singular focus on business results.

ANSWER: e

POINTS: 1

DIFFICULTY: 1

REFERENCES: 86

LEARNING OBJECTIVES: MGMT.DAFT.15.02-06 - 02-06

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Comprehension

OTHER: F

107. In a study by Kotter and Haskett evidence is provided to support the claim that _____ is important for performance.
- a. managing cultural values
 - b. leading partnerships within an industry
 - c. surveying the external environment
 - d. managing client relationships as boundary spanners
 - e. empowering employees

ANSWER: a

POINTS: 1

DIFFICULTY: 2

REFERENCES: 87

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

108. Executives at One World Advertising have learned that it is necessary to establish strong personal relationships and emotional bonds with Chinese business partners. This relates most closely to which dimension of the general business environment?
- Natural
 - Sociocultural
 - Legal/Political
 - International
 - Internal

ANSWER: d

POINTS: 1

DIFFICULTY: 3

REFERENCES: 62

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

Scenario - Nikki Williams

Nikki Williams was working as the sales manager for Industrial Instruments. Some of the sales executives were showing signs of burnout. They were losing interest in their jobs and were no longer motivated to gain new accounts. The reward system focused on old reliable accounts, but Nikki was now under pressure to expand the customer base. Nikki had recently been to a seminar on corporate value systems. She recognized that the company's CEO wanted to change the way employees thought about the firm and the way they related to one another. She further recognized that a lasting solution to her problem required a fundamental shift in perception.

109. Nikki could use the following to affect the corporate culture:
- structured symbolic logic.
 - stories about political heroes.
 - stories about company officers, stressing a value.
 - stories about economic depression.
 - all of these.

ANSWER: c

POINTS: 1

DIFFICULTY: 2

REFERENCES: 78

LEARNING OBJECTIVES: MGMT.DAFT.15.02-03 - 02-03

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: F

110. Nikki could hold_____, which are planned activities at special events to provide examples of company values.

- a. ceremonies
- b. slogans
- c. symbols
- d. pictures of heroes
- e. none of these

ANSWER: a

POINTS: 1

DIFFICULTY: 1

REFERENCES: 79

LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

111. Industrial Instruments operates in an environment that requires fast response and high-risk decision making. Which type of culture may be appropriate here?

- a. Consistency
- b. Adaptability
- c. Clan
- d. Achievement
- e. Involvement

ANSWER: b

POINTS: 1

DIFFICULTY: 1

REFERENCES: 80

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

112. To affect the value system, Nikki will be working primarily with:

- a. the legal-political dimension.
- b. the sociocultural dimension.
- c. the internal cultural dimension.
- d. the economic dimension.
- e. the external dimension.

ANSWER: c

POINTS: 1

DIFFICULTY: 1

REFERENCES: 75

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

Scenario - Melissa Hill

Melissa Hill, sales manager for One-Hit-Wonder Record Company, was trying to create a new strategy to turn around the declining record sales the company was facing. Melissa needed to find a way to find out what the customers really wanted, since One-Hit-Wonder didn't have accurate information like the competitors did. It was imperative that she find the correct strategy and information because the company was in financial trouble. The company's President wanted all employees to help find information and work as a team to develop better relationships that might help the company. He also stated that he wanted the company to remain an independent company. Melissa realized that through hard work and team efforts, the company could get back on its feet as soon as they got reliable information.

113. Melissa will be working primarily with:

- a. the legal-political dimension.
- b. the labor market.
- c. the internal cultural dimension.
- d. pressure groups.
- e. the sociocultural dimension.

ANSWER: e

POINTS: 1

DIFFICULTY: 1

REFERENCES: 64

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

114. The problem Melissa faced was:

- a. culture gap.
- b. structural instability.
- c. environmental uncertainty.
- d. company transformation.
- e. legal problems.

ANSWER: c

POINTS: 1

DIFFICULTY: 1

REFERENCES: 70

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

115. Which of the following would be the best way for One-Hit-Wonder to decrease its uncertainty?

- a. To create boundary-spanning roles
- b. To eliminate interorganizational partnerships
- c. To merge with another company
- d. To create a joint venture
- e. None of these

ANSWER: a

POINTS: 1

DIFFICULTY: 1

REFERENCES: 73

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

116. Which of the following best describes One-Hit-Wonder's culture?

- a. Clan culture
- b. Achievement culture
- c. Consistency culture
- d. Adaptability culture
- e. None of these

ANSWER: d

POINTS: 1

DIFFICULTY: 1

REFERENCES: 80

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Application

OTHER: A

117. The external_____includes all elements existing outside the boundary of the organization that have the potential to affect the organization.

ANSWER: organizational environment

POINTS: 1

DIFFICULTY: 2

REFERENCES: 61

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

118. A(n)_____includes the elements within the organization's boundaries.

ANSWER: internal environment

POINTS: 1

DIFFICULTY: 2

REFERENCES: 61

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

119. The _____ environment includes the sectors that conduct day-to-day transactions within the organization.

ANSWER: task
POINTS: 1
DIFFICULTY: 2
REFERENCES: 61
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

120. The _____ dimension of the general environment includes scientific and technological advancements in a specific industry and in society.

ANSWER: technological
POINTS: 1
DIFFICULTY: 2
REFERENCES: 63
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

121. Lying at the heart of Chinese culture, _____ is a supportive, mutually beneficial connection between two people.

ANSWER: guanxi
POINTS: 1
DIFFICULTY: 2
REFERENCES: 63
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

122. The _____ dimension of the general environment represents the demographic characteristics as well as the norms, customs, and values of the general population.

ANSWER: sociocultural
POINTS: 1
DIFFICULTY: 2
REFERENCES: 63
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

123. The general economic health of the country or region in which the organization operates is represented by the _____ dimension.

ANSWER: economic
POINTS: 1
DIFFICULTY: 2
REFERENCES: 65
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

124. The _____ dimension includes government regulations at the local, state, and federal levels.

ANSWER: legal-political
legal political
POINTS: 1
DIFFICULTY: 2
REFERENCES: 65
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

125. The ____ of the general environment includes all elements that occur naturally on earth.

ANSWER: natural dimension
POINTS: 1
DIFFICULTY: 2
REFERENCES: 66
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

126. Included in a(n) ____ environment are sectors that have a direct working relationships with the organization, among customers, competitors, suppliers, and the labor market.

ANSWER: task
POINTS: 1
DIFFICULTY: 2
REFERENCES: 68
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

127. ____ are organizations in the same industry that provide goods or services to the same set of customers.

ANSWER: Competitors
POINTS: 1
DIFFICULTY: 2
REFERENCES: 69
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

128. People and organizations that provide raw materials the organization uses to produce its output are called_____.

ANSWER: suppliers

POINTS: 1

DIFFICULTY: 2

REFERENCES: 69

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

129. The_____represents people in the environment who can be hired to work for the organization.

ANSWER: labor market

POINTS: 1

DIFFICULTY: 2

REFERENCES: 69

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

130. Not having sufficient information about environmental factors to understand and predict environmental needs and changes is called_____.

ANSWER: uncertainty

POINTS: 1

DIFFICULTY: 2

REFERENCES: 70

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

131. When environmental factors change rapidly, the organization experiences _____ uncertainty.

ANSWER: very high
POINTS: 1
DIFFICULTY: 2
REFERENCES: 72
LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

132. _____, _____, and _____ are three types of strategies that organizations can use to adapt to environmental changes.

ANSWER: boundary-spanning roles; interorganizational partnerships; joint ventures
boundary-spanning roles; interorganizational partnerships; mergers
POINTS: 1
DIFFICULTY: 2
REFERENCES: 73
LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

133. Roles assumed by people that link the organization with the external environment are called _____ roles.

ANSWER: boundary-spanning
POINTS: 1
DIFFICULTY: 2
REFERENCES: 73
LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

134. A(n)_____ is when two or more organizations combine to make one organization.

ANSWER: merger
POINTS: 1
DIFFICULTY: 2
REFERENCES: 74
LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

135. A(n)_____ involves a strategic alliance or program by two or more organizations.

ANSWER: joint venture
POINTS: 1
DIFFICULTY: 2
REFERENCES: 74
LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

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

ANSWER: Joint ventures
POINTS: 1
DIFFICULTY: 2
REFERENCES: 75
LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

137. _____ can be defined as the set of key values, beliefs, understandings, and norms shared by members of an organization.

ANSWER: Culture
POINTS: 1
DIFFICULTY: 2
REFERENCES: 75
LEARNING OBJECTIVES: MGMT.DAFT.15.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

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

ANSWER: symbol
POINTS: 1
DIFFICULTY: 2
REFERENCES: 78
LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

139. A(n)_____ is a narrative based on true events that is repeated frequently and shared among organizational employees.

ANSWER: story
POINTS: 1
DIFFICULTY: 2
REFERENCES: 78
LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

140. The deeds of _____ are extraordinary, but not so extraordinary that other employees cannot perform the same deeds.

ANSWER: heroes
POINTS: 1
DIFFICULTY: 2
REFERENCES: 78
LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

141. A slogan is a phrase or a sentence that concisely communicates a key corporate _____.

ANSWER: value
POINTS: 1
DIFFICULTY: 2
REFERENCES: 78
LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

142. Adaptability culture emerges in an environment that requires _____ response and _____ decision making.

ANSWER: fast; high-risk
POINTS: 1
DIFFICULTY: 2
REFERENCES: 80
LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

143. A culture that is a results-oriented that values competitiveness, aggressiveness, personal initiative, and willingness to work long and hard to achieve results is called_____.

ANSWER: achievement culture
POINTS: 1
DIFFICULTY: 2
REFERENCES: 81
LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

144. The_____culture places high value on HR, and the organization may be characterized by a caring, family-like atmosphere.

ANSWER: involvement
POINTS: 1
DIFFICULTY: 2
REFERENCES: 81
LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

145. Organizations with internal focuses and consistency orientations for a stable environment should create a(n) _____ culture.

ANSWER: consistency
POINTS: 1
DIFFICULTY: 2
REFERENCES: 82
LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

146. _____ plays a key role in creating an organizational climate that enables learning and innovative responses to threats from the external environment, challenging new opportunities, or organizational crises.

ANSWER: Corporate culture
POINTS: 1
DIFFICULTY: 2
REFERENCES: 84
LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

147. A primary way in which managers shape cultural norms and values to build a high-performance culture is through _____.

ANSWER: cultural leadership
POINTS: 1
DIFFICULTY: 2
REFERENCES: 87
LEARNING OBJECTIVES: MGMT.DAFT.15.02-06 - 02-06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

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

ANSWER: cultural leader
POINTS: 1
DIFFICULTY: 2
REFERENCES: 87
LEARNING OBJECTIVES: MGMT.DAFT.15.02-06 - 02-06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

149. List the six dimensions of the general environment.

ANSWER: Technological, sociocultural, economic, legal/political, natural, and international.
POINTS: 1
DIFFICULTY: 2
REFERENCES: 62
LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

150. List three visible artifacts of an organization's culture.

ANSWER: Possible responses would include dress, heroes, office layout, symbols, slogans, and ceremonies.
POINTS: 1
DIFFICULTY: 2
REFERENCES: 76
LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

151. List two reasons why ceremonies are held in an organization.

ANSWER: Possible responses would include: to reinforce valued accomplishments, to create a bond among people by allowing them to share an important event, and to anoint and celebrate heroes.
POINTS: 1
DIFFICULTY: 2
REFERENCES: 79
LEARNING OBJECTIVES: MGMT.DAFT.15.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

152. Name one of the two dimensions that the categories of culture are based on.

ANSWER: Responses will be either (1) the extent to which the external environment requires flexibility or stability, or (2) the extent to which a company's strategic focus is internal or external.

POINTS: 1

DIFFICULTY: 3

REFERENCES: 80

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

153. Name one of the two dimensions that organizations with high-performance cultures emphasize.

ANSWER: Cultural values and business performance

POINTS: 1

DIFFICULTY: 2

REFERENCES: 86

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

154. Define the organizational task environment. List the four things this environment includes that could influence an organization.

ANSWER: The external organizational environment is all elements that exist outside the organization's boundaries that have the potential to affect the organization. The environment includes: competitors, resources, technology, and economic conditions.

POINTS: 1

DIFFICULTY: 2

REFERENCES: 68-70

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Comprehension

OTHER: F

155. Name the six dimensions of the general environment and describe each dimension.

ANSWER: The five dimensions of the general environment are international, sociocultural, economic, technological, natural, and legal-political. International dimension refers to events originating in foreign countries as well as opportunities for American companies in other countries. Technological dimension refers to the scientific and technological advancements within a specific industry and society. Sociocultural dimension represents the demographic characteristics of the general population. Economic dimension represents the general economic health of the country or area in which the organization operates. Technological dimension includes scientific and technological advancements. Natural dimension includes all elements that occur naturally on Earth. Legal-political dimension refers to the local, state, and federal regulations and the political activities designed to influence company behavior.

POINTS: 1

DIFFICULTY: 2

REFERENCES: 62-67

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Comprehension

OTHER: F

156. Briefly describe the task environment and its four primary sectors.

ANSWER: The task environment is the portion of the external environment that directly influences the organization's operations and performance. The task environment is made up of customers, competitors, suppliers, and the labor market. These sectors typically conduct day-to-day transactions with the organization.

POINTS: 1

DIFFICULTY: 2

REFERENCES: 68-69

LEARNING OBJECTIVES: MGMT.DAFT.15.02-01 - 02-01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Comprehension

OTHER: F

157. What are the three basic strategies for dealing with increased uncertainty with respect to customers, competitors, suppliers, or government regulations?

ANSWER: The three basic strategies are boundary-spanning roles, interorganizational partnerships, and mergers or joint ventures.

POINTS: 1

DIFFICULTY: 2

REFERENCES: 73-75

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Comprehension

OTHER: F

158. Discuss the relationship between external environmental characteristics and uncertainty.

ANSWER: The external environment can be evaluated along two dimensions. First, one can evaluate (high to low) a number of factors in the environment. Second, one can evaluate (high to low) the rate of change of those factors. When both variables are low, low uncertainty characterizes the external environment. When both variables are high, the external environment is marked by a high level of uncertainty. A highly uncertain environment requires organizations to adapt and/or attempt to influence the external environment.

POINTS: 1

DIFFICULTY: 3

REFERENCES: 72

LEARNING OBJECTIVES: MGMT.DAFT.15.02-02 - 02-02

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Analysis

OTHER: F

159. Discuss the different levels of culture.

ANSWER: Culture can be analyzed at three levels. At the surface, there are the visible representations of culture, such as ceremonies and patterns of behaviors. These representations are easily observable. The second level of culture can be found in expressed ideas and values. These ideas and values can be identified through an analysis of such things as symbols and stories. The third level of culture refers to those values and understandings that are so deeply held that they are unobservable and operate at the level of the subconscious and/or unconscious.

POINTS: 1

DIFFICULTY: 3

REFERENCES: 76

LEARNING OBJECTIVES: MGMT.DAFT.15.02-03 - 02-03

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Comprehension

OTHER: F

160. List the four categories of culture and describe what kind of environments each fit best in.

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

POINTS: 1

DIFFICULTY: 2

REFERENCES: 80-84

LEARNING OBJECTIVES: MGMT.DAFT.15.02-05 - 02-05

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Synthesis

OTHER: F

161. Briefly discuss the two key areas that cultural leaders influence culture.

ANSWER: The cultural leader articulates a vision for the organizational culture that employees can believe in and that generates excitement. This means the leader defines and communicates central values that employees believe in and will rally around. The cultural leader heads the day-to-day activities that reinforce the cultural vision. The leader makes sure that work procedures and rewards systems match and reinforce the values. Actions speak louder than words, so cultural leaders "walk their talk."

POINTS: 1

DIFFICULTY: 2

REFERENCES: 87

LEARNING OBJECTIVES: MGMT.DAFT.15.02-06 - 02-06

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Comprehension

OTHER: F