Test Bank for Management 9th Edition Daft 0324595840 9780324595840

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Solution Manual: https://testbankpack.com/p/solution-manual-for-management-9th-edition-daft-0324595840-9780324595840/

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

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

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

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

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

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

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

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

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

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

   b.   False

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

   b.   False

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

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

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

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

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

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

   a. True

   b. False

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

-

United States - BUSPROG: Analytic

United States -   - 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:

STATE STANDARDS: LA

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

                                         -

                           United States - BUSPROG: Analytic

                           United States -   - 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

-

United States - BUSPROG: Analytic

United States -   - 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

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

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

    a. True

          b.   False

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

-

United States - BUSPROG: Analytic

United States -   - 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:

STATE STANDARDS: LA

-

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

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

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

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

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

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

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

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

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

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

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? a. Sociocultural

b. Competitors

c. Technological

d. Labor market

e. 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? a. Sociocultural dimension

b. Legal-political dimension

c. Economic dimension

d. Technological dimension

e. 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

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

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

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 <u>in</u> environment. a. sociocultural

    b. technological

    c. economic

    d. supply chain

    e. geographic

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

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

STATE STANDARDS: DISC: Environmental Influence

KEYWORDS:

OTHER:

e. Economic

ANSWER: b

POINTS: 1

DIFFICULTY: 2

REFERENCES: 66

United States - LA -

Bloom's: Application

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

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

STATE STANDARDS: DISC: Environmental Influence

KEYWORDS:

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.

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

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

STATE STANDARDS: DISC: Environmental Influence

KEYWORDS:

OTHER: F

United States - LA -

Bloom's: Knowledge

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

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

STATE STANDARDS: DISC: Environmental Influence

KEYWORDS:

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

LEARNING OBJECTIVES:

NATIONAL STANDARDS:

STATE STANDARDS: DISC: Environmental Influence

KEYWORDS:

OTHER: F

b. Risk

c. Uncertainty

d. Knowledge

e. Education

ANSWER: c

POINTS: 1

DIFFICULTY: 2

REFERENCES: 70

MGMT.DAFT.15.02-02 - 02-02

United States - BUSPROG: Analytic

United States   -   LA   -
Bloom's: Knowledge

LEARNING OBJECTIVES:

NATIONAL STANDARDS:

STATE STANDARDS: DISC: Environmental Influence

KEYWORDS:

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

LEARNING OBJECTIVES:
NATIONAL STANDARDS:

STATE STANDARDS: DISC: Environmental Influence

KEYWORDS:

OTHER:

b. adaptive

c. interorganizational

d. external

e. internal

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.

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

LEARNING OBJECTIVES:

NATIONAL STANDARDS:

STATE STANDARDS: DISC: Environmental Influence

KEYWORDS:

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

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.

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

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.

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

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

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.

Bloom's: Knowledge

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:

STATE STANDARDS:

KEYWORDS:

OTHER: F

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

United States - LA - DISC: Environmental Influence
Bloom's: Knowledge

84.   The level of corporate culture in which values are so deeply embedded that members are no longer
consciously aware of them is: a. invisible artifacts.

b. expressed values and beliefs.

c. explicit code of conduct.

d. dress and office layout.

e. slogans and ceremonies.

ANSWER: b

STATE STANDARDS:

KEYWORDS:

OTHER: F

85.   ____are associated with surface level of organizational culture.

      a. Values

      b. Norms

      c. Manners of dress

      d. Beliefs

      e. All of these

ANSWER: c

United States - LA - DISC: Environmental Influence

Bloom's: Knowledge

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.

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.

STATE STANDARDS: United States - LA -

Bloom's: Knowledge
F

STATE STANDARDS:

KEYWORDS:

OTHER: F

88.   Symbols, stories, and heroes are important because they:

a. entertain executive level management.

b. address the concerns of government.

c. acquaint customers to the organization.

d. communicate the significant values of an organization.

e. 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? a.
Adaptability culture

        b. Achievement culture

        c. Consistency culture

        d. Involvement culture

        e. Matrix culture

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

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

MGMT.DAFT.15.02-04 - 02-04

United States - BUSPROG: Analytic

United States - LA -

Bloom's: Knowledge

F

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

a. exemplify key values of the organization.

LEARNING OBJECTIVES:

NATIONAL STANDARDS:

STATE STANDARDS: DISC: Environmental Influence

KEYWORDS:

OTHER:

b. exemplify a strong corporate culture.

c. serve as examples to other employees.

d. all of these.

e. none of these.

93.   A<u>represe</u>nts a phrase or sentence that succinctly expresses a key corporate value.

   a. symbol

   b. stories

   c. culture

   d. hero

   e. slogan

MGMT.DAFT.15.02-04 02-04

United States -

United States   -   LA   -
Bloom's: Knowledge
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.

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

a. ceremony.	c. symbol.
b. slogan.	d. ritual.

e. all of these.

1
2

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: -

NATIONAL STANDARDS: BUSPROG: Analytic

STATE STANDARDS: DISC: Environmental Influence

KEYWORDS:

OTHER:

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

    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

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

MGMT.DAFT.15.02-05 02-05

United States -

United States - LA -

Bloom's: Knowledge
F

LEARNING OBJECTIVES:　　　　　　　-

NATIONAL STANDARDS:　　　　　BUSPROG: Analytic

STATE STANDARDS:　　　　　　DISC: Environmental Influence

KEYWORDS:

OTHER:

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

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

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

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

DIFFICULTY: 2

REFERENCES: 82

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

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA -

Bloom's: Knowledge
F

104. <u>plays</u> 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

DISC: Environmental Influence

KEYWORDS:

OTHER:

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?　　a. Natural

   b. Sociocultural

   c. Legal/Political

   d. International

   e. 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:　　a.　　structured symbolic logic.

   b.　　stories about political heroes.

   c.　　stories about company officers, stressing a value.

   d.　　stories about economic depression.

   e.　　all of these.

110.   Nikki could hol<u>d</u>, 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

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

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

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

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

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

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

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

ANSWER: natural dimension

POINTS: 1 *DIFFICULTY:* 2

REFERENCES: 66

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

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

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

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

STATE STANDARDS:	
KEYWORDS:	
OTHER:	F

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

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

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

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

STATE STANDARDS:

KEYWORDS:

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

                        United States - LA - DISC: Environmental Influence

                        Bloom's: Knowledge

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

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

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

STATE STANDARDS:	
KEYWORDS:	
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

    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

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, so ciocultural, 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

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

and

                                   bond among peopl   e by allowing them to share an important event, and to anoint

                                   celebrate heroes.

POINTS: 1

DIFFICULTY: 2

REFERENCES: 79

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

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

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.

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 evens 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?

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.

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 employeeneed 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: 8 0-84
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: Synthesi s
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 employee   s can believe in and that generates excitement. This means the leader defines an   d co mmunicates central values that employees believe in and will rally around. The cultural leader heeds the da   y-to-day activities that reinforce the cultural vision. The leader makes sure that work procedures and rewards systems match an   d reinforce the values. Actions speak louder than words, so cultural leaders "walk thei   r   talk.   "

POINTS: 1

DIFFICULTY: 2
REFERENCES: 8 7
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: Comprehensio n
OTHER: F