

Question 1

ICE, Inc. has called upon a group of the Management Information System handlers to oversee the design and implementation of a new company-wide information system over the next two months. This group is an example of a _____.

- A) committee
- B) command group
- C) project/task force
- D) cross-functional team

Answer: <https://biology-forums.com/index.php?topic=704444>

Question 2

Which of the following is the most accurate description of empowerment?

- A) increasing managerial powers
- B) increased use of legitimate power
- C) sharing of power with others
- D) reducing the effect of referent powers

Answer: <https://biology-forums.com/index.php?topic=704255>

Question 3

Which of the following is a method of generating job candidates?

- A) job rotation
- B) job sharing
- C) job analysis
- D) job posting

Answer: <https://biology-forums.com/index.php?topic=703698>

Question 4

A potential leader who is low in positional power can compensate for that by having very strong personal leadership characteristics.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704206>

Question 5

You follow your doctors' prescriptions though they do not have any formal authority on you. This behavior can be attributed to the doctors' _____ power.

- A) expert
- B) legitimate
- C) positional
- D) referent

Answer: <https://biology-forums.com/index.php?topic=704246>

Question 6

Which of the following is more likely to occur in an unstructured interview than in a structured interview?

- A) carefully recording interviewees' responses on a standardized form
- B) taking approximately the same time to interview each candidate
- C) asking each candidate to answer different questions
- D) asking all candidates the same set of questions

Answer: <https://biology-forums.com/index.php?topic=703724>

Question 7

What are the basic elements in the control process?

Answer: <https://biology-forums.com/index.php?topic=704911>

Question 8

Self-efficacy is the tendency for one to take more credit for success than failure.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704317>

Question 9

In an organization using transnational focus, _____.

- A) strategic decisions are decentralized
- B) managers can tailor their strategies to local market conditions and demands
- C) subsidiaries react quickly to changes in the marketplace
- D) innovative products are developed in the home country market

Answer: <https://biology-forums.com/index.php?topic=703930>

Question 10

Nonverbal communication cues are more important in low-context cultures than in high-context cultures.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704534>

Question 11

Standard operating procedures (SOP) are often used for nonprogrammed decisions.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704627>

Question 12

What are the characteristics of highly effective groups?

Answer: <https://biology-forums.com/index.php?topic=704512>

Question 13

Which of the following can be considered the essence of emotional intelligence?

- A) awareness of others
- B) behavioral charisma
- C) behavioral flexibility
- D) social perceptiveness

Answer: <https://biology-forums.com/index.php?topic=704267>

Question 14

Which of the following is true regarding work sampling?

- A) A person who performs well in the work sample will not perform well on the job.
- B) Work sampling tests only general aptitude and not specific skills.
- C) Work sampling is not an accurate predictor of how a candidate will do on the job.
- D) Work sampling is expensive and difficult to administer.

Answer: <https://biology-forums.com/index.php?topic=703734>

Question 15

_____ conflict focuses on interpersonal differences and is sometimes called affective or emotional conflict.

- A) Cognitive
- B) Process
- C) Relationship
- D) Substantive

Answer: <https://biology-forums.com/index.php?topic=704497>

Question 16

Shared values and beliefs are the social requirements needed to support a system of bureaucratic control.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704839>

Question 17

Which of the following is NOT one of the five characteristics of effective goals?

- A) measurability
- B) abstractness

C) commitment

D) specificity

Answer: <https://biology-forums.com/index.php?topic=704123>

Question 18

The term _____ refers to an existing set of attitudes that provides individuals a simplified way of interpreting messages that helps them make sense of complex communications.

A) cognitive complexity

B) locus of control

C) cognitive dissonance

D) frame of reference

Answer: <https://biology-forums.com/index.php?topic=704589>

Question 19

The _____ requires affirmative action in hiring women and minorities.

A) Fourteenth Amendment

B) Executive Order 11246

C) Rehabilitation Act of 1973

D) Equal Pay Act of 1963

Answer: <https://biology-forums.com/index.php?topic=703821>

Question 20

Refer to the scenario above. Identify the three types of group conflict and discuss, briefly, how they could affect this group.

Answer: <https://biology-forums.com/index.php?topic=704518>

Question 21

Of the following, _____ is a dimension of a country's distinct institutional environment.

A) societal values

B) economic development

C) power distance

D) human behavior

Answer: <https://biology-forums.com/index.php?topic=703883>

Question 22

_____ are those that lead to new features and capabilities in existing products or to completely new products.

A) Economic changes

B) Process technological changes

C) Sociocultural changes

D) Product technological changes

Answer: <https://biology-forums.com/index.php?topic=703990>

Question 23

Within the context of the job characteristics model, a company's intranet linking all the R&D scientists, allowing them to post their ideas and propose solutions at any hour of the day, whether at the office, at home, or on the road, is an example of _____.

A) task significance

B) autonomy

C) skill variety

D) task identity

Answer: <https://biology-forums.com/index.php?topic=704361>

Question 24

Informal groups have little effect on the attitudes and performance of their members in relation to organization tasks and objectives.

A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=704420>

Question 25

Explain the determinants of the amount of control to be applied.

Answer: <https://biology-forums.com/index.php?topic=704918>

Question 26

Which of the following is a drawback of the clan approach of organizational control?

- A) Emphasis on detecting deviance is troubling for employees.
- B) Individual responsibility becomes a source of stress.
- C) Control is imposed on the members of the organization.
- D) Considerable time and managerial effort goes behind the control.

Answer: <https://biology-forums.com/index.php?topic=704893>

Question 27

In the value chain, _____ facilitate the creation of the product or service and its transfer to the customer.

- A) support activities
- B) tertiary activities
- C) procurement activities
- D) primary activities

Answer: <https://biology-forums.com/index.php?topic=704005>

Question 28

Identify the three basic categories of variables that determine motivation in the work setting.

Answer: <https://biology-forums.com/index.php?topic=704398>

Question 29

A(n) _____ is one whose members choose to interact voluntarily with one another, not by organizational mandate.

- A) command group
- B) informal group
- C) formal group
- D) supervisory group

Answer: <https://biology-forums.com/index.php?topic=704450>

Question 30

Briefly explain the possibility of having substitutes to leadership.

Answer: <https://biology-forums.com/index.php?topic=704303>

Question 31

Clifton, a project manager, has to make a series of decisions, both simple and complex, by the end of the month. Which of the following suggests that Clifton has the tendency known as Gresham's law of planning?

- A) Clifton alternates between a simple and a complex problem. He solves a complex problem, like calculating the feasibility of opening subsidiaries in other states and then solves a simpler problem, like creating rules that would avoid cafeteria overcrowding. He follows this process till all his decisions are made.
- B) Clifton gives priority to complicated problems, like planning a course of action to improve sales volumes in certain localities of the city and calculating the feasibility of opening new subsidiaries in other states. He then moves on to simpler problems, like creating the compensation systems for sales executives and the hiring process of the organization.
- C) Clifton starts the process by making easy decisions, like forming rules that would reduce accidents at workplaces and avoid cafeteria overcrowding. He then concentrates on the plan of action for complicated problems, like a sales dip in one of the areas of the city and the feasibility of opening subsidiaries in other states.
- D) Clifton prioritizes complex problems, like planning a course of action to improve sales volumes in certain localities and calculating the feasibility of opening subsidiaries in other states. He believes that simpler problems can be escalated or passed down, but his expertise is required mostly on complex issues.

Answer: <https://biology-forums.com/index.php?topic=704674>

Question 32

Which of the following is true regarding the customer structure?

- A) It often makes it difficult to coordinate between customer units and corporate objectives.
- B) It is suitable when customers' needs and preferences are homogeneous.
- C) It reduces the duplication of functional resources.
- D) It decreases the firm's responsiveness to actions taken by competitors.

Answer: <https://biology-forums.com/index.php?topic=705112>

Question 33

Operational plans are more complex than strategic and tactical plans and have a direct effect on other plans outside of the department or unit for which the plan was developed.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704059>

Question 34

A hiring and training program intended to correct past inequalities for certain categories of people based on gender, race and ethnicity, age, or religion is known as a(n) _____.

- A) redistributive justice system
- B) retributive justice system
- C) affirmative action program
- D) meritocracy

Answer: <https://biology-forums.com/index.php?topic=703807>

Question 35

When Maria arrived from Mexico to study in the U.S., she noticed a difference between the students in Mexico and the students in the U.S. The American students felt comfortable asking questions, they were eager to share a thought or an opinion, and in some instances they even contradicted the teacher. Maria comes from a country that has _____.

- A) uncertainty avoidance
- B) individualism
- C) high power distance
- D) gender focus

Answer: <https://biology-forums.com/index.php?topic=703895>

Question 36

According to Michael Porter, primary activities facilitate the creation of a product or service and its transfer to the customer.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703966>

Question 37

Which of the following is true of Lewin's concept of refreezing as the third phase of the change process?

- A) The new state should not allow reversal.
- B) The new state should not be monitored.
- C) The new state should not be adjusted.
- D) The new state should be static.

Answer: <https://biology-forums.com/index.php?topic=704976>

Question 38

In low-context cultures, the situation itself may or may not affect what is considered to be appropriate behavior.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703876>

Question 39

The process of decision making involves several steps that can be divided into distinct categories. The solution phase involves _____.

- A) acquiring information
- B) diagnosing the factors affecting the problem or opportunity
- C) identifying a problem or opportunity
- D) implementing the decided course of action

Answer: <https://biology-forums.com/index.php?topic=704642>

Question 40

A firm can use a multipoint competitive strategy to compete with firms across markets by using strengths in one market to overcome weaknesses in another market.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703972>

Question 41

Management is the process of assembling and using sets of resources in a goal-directed manner to accomplish tasks in an organizational setting.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703646>

Question 42

Which of the following is a characteristic typically associated with a rich medium?

- A) delayed feedback
- B) multiple cues to aid in decoding
- C) impersonal nature of communication
- D) wide reach

Answer: <https://biology-forums.com/index.php?topic=704552>

Question 43

What is the meaning of the term competitive advantage? Discuss the four required elements for competitive advantage.

Answer: <https://biology-forums.com/index.php?topic=704044>

Question 44

Vicarious learning involves gaining knowledge by observing how others successfully perform a task and then modeling one's own behavior in a similar manner.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704318>

Question 45

How is control related to flexibility in an organization?

Answer: <https://biology-forums.com/index.php?topic=704919>

Question 46

_____ involves sampling the activities performed by an employee or group of employees at random times throughout a work shift.

- A) Studying time and motion
- B) Productivity analysis
- C) Random sampling
- D) Work sampling

Answer: <https://biology-forums.com/index.php?topic=704782>

Question 47

The capabilities that employees possess can form the basis of competitive advantage.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703650>

Question 48

Coercive power is an example of personal power used by managers.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704207>

Question 49

_____ is a decision-making process that focuses on the future of an organization and how it will achieve its goals.

- A) Implementation
- B) Programming
- C) Budgeting
- D) Planning

Answer: <https://biology-forums.com/index.php?topic=704077>

Question 50

Which of the following statements is true about multiple advocacy?

- A) It is devil's advocacy when multiple corporations are involved.
- B) It occurs when a group or individual is assigned the role of questioning the underlying assumptions of problem formulation.
- C) It forces group members to "think outside the box" and look at new ways to analyze the problem.
- D) Each group involved in making a decision is assigned the responsibility of representing the opinions of its constituents.

Answer: <https://biology-forums.com/index.php?topic=704694>

Question 51

Mark heads his firm's international division in China and has been approached by local officials on several occasions to pay a bribe. After countless failed attempts, the officials are now threatening to shut down the facility if Mark doesn't pay up. Realizing that this would render thousands of employees jobless, Mark decides to pay the bribe. Mark adopted the _____ approach in arriving at this decision.

- A) utilitarian
- B) justice
- C) universal
- D) moral rights

Answer: <https://biology-forums.com/index.php?topic=705189>

Question 52

What are the important things to remember while seeking to build support for a change? Write from the point of view of a manager.

Answer: <https://biology-forums.com/index.php?topic=705057>

Question 53

In a steel mill in Japan, all tasks take place only after careful planning. The employees rely on the rules, laws, and regulations set by the authorities. They proceed to make changes step by step. The managers of the mill believe this reduces risks to a minimum. This is an example of _____.

- A) group membership
- B) uncertainty avoidance
- C) collectivism
- D) individualism

Answer: <https://biology-forums.com/index.php?topic=703905>

Question 54

Which of the following is a significant indicator of group effectiveness?

- A) Group members have the same backgrounds and skills.
- B) Group members gain satisfaction from being members of the group.
- C) Group members are well compensated in financial returns.
- D) Group members have no conflicts among themselves.

Answer: <https://biology-forums.com/index.php?topic=704501>

Question 55

In SWOT analysis, strengths and weaknesses are internal characteristics, whereas, opportunities and threats are external characteristics.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703968>

Question 56

A budget is designed to influence behavior so that forecasts or plans for expenditures and revenues can be achieved.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704836>

Question 57

Which of the following is true for interviews?

- A) Recording interview responses on a standardized form decreases the validity of the interview.
- B) In unstructured interviews, interviewers ask all candidates the same set of questions.
- C) Structured interviews involve asking each candidate to answer different questions based on their individual qualifications.
- D) The validity of unstructured interviews is lower than that for structured interviews.

Answer: <https://biology-forums.com/index.php?topic=703729>

Question 58

Which of the following is true for behaviorally anchored rating scales (BARS)?

- A) BARS are very similar in methodology to 360-degree feedback.
- B) BARS and graphic rating scales have nothing in common.
- C) BARS rank employees in terms of abstract qualities rather than specific behaviors.
- D) BARS rate employee characteristics using a quantitative scale.

Answer: <https://biology-forums.com/index.php?topic=703785>

Question 59

What should a manager do if differences between performance and standards are major but positive? Explain with an example.

Answer: <https://biology-forums.com/index.php?topic=704912>

Question 60

In which of the following cases is subjectivity more important than objectivity?

- A) the volume of clients served by a customer care cell
- B) the quantity of finished products produced by a factory unit
- C) the reasons for consumer preferences for a given product
- D) the amount of profits made by a firm in a given year

Answer: <https://biology-forums.com/index.php?topic=704908>

Question 61

Broman Group Inc. designs, manufactures, and sells consumer product dispensing systems. Jim Cole is a plant supervisor at one of the manufacturing plants of the company. He observes a dip in the performance of a worker in his team. Jim informs the employee that he will release his annual increment only if his performance improves significantly in the coming months. Which of the following is most similar to the situation mentioned here?

- A) Aston, the supervisor of a small organizational team, assigns inconvenient shifts to those employees who do not agree with his policies.
- B) Anderson, an operations manager, uses his formal authority to persuade the employees to put in additional hours of work every day.
- C) Arthur, the CEO of a leading book retailer in the southeastern United States, decides to reduce the salaries of its employees due to a financial slowdown.
- D) Andrea, the CEO of a design software and service company, asks for a formal explanation from the managers for the company's poor financial performance.

Answer: <https://biology-forums.com/index.php?topic=704245>

Question 62

Which of the following characteristics is found in a high-context culture?

- A) Fewer adjustments are made to messages from situation to situation.
- B) Nonverbal communication cues are not considered to be important.
- C) The message is considered more important than the medium.
- D) The rank of the receiver may affect the message and the medium.

Answer: <https://biology-forums.com/index.php?topic=704596>

Question 63

Which of the following statements is true of interpersonal barriers to communication?

- A) The burden of ensuring that accurate communication occurs is entirely on the sender.
- B) It is usually the receiver's obligation to choose the language and words of the communication with the greatest possible precision.
- C) Obstacles to interpersonal communication occur only at the receiver's end.
- D) Precision is important when a sender needs to persuade a receiver using a language that is not the receiver's preferred language.

Answer: <https://biology-forums.com/index.php?topic=704586>

Question 64

Robert, a highly experienced software engineer, joins a new company as the manager of a large group of employees. In his first meeting with the employees of the new organization, he explains his expectations on the behavior of employees. He also lets the employees know that noncompliance with his norms will result in withholding the rewards that they receive. Which of the following types of power is Robert using here?

- A) transformational
- B) reward
- C) referent
- D) coercive

Answer: <https://biology-forums.com/index.php?topic=704244>

Question 65

Which of the following is a method of generating job candidates from outside an organization?

- A) job posting
- B) advertising
- C) onboarding
- D) direct marketing

Answer: <https://biology-forums.com/index.php?topic=703711>

Question 66

Naomi, a production manager at Morrison Textiles, comes up with a new technique of enhancing worker productivity. She talks about this with her colleagues and friends, and following positive responses from them, decides to take it up with the firm's senior management. Naomi's effort to see this through reflects the _____ role that managers play.

- A) leadership
- B) spokesperson
- C) entrepreneurial
- D) negotiator

Answer: <https://biology-forums.com/index.php?topic=703784>

Question 67

The _____ focuses on the decision maker as a satisficer.

- A) bounded rationality model
- B) retrospective decision model
- C) implicit favorite model
- D) rational model

Answer: <https://biology-forums.com/index.php?topic=704665>

Question 68

Which of the following is an example of a committee?

- A) A group of employees at Lemontree go to lunch together every Monday.
- B) A six-member team at N&S has been set up to plan the launch of the company's newest product.
- C) LPR has set up a group to conduct the yearly promotion review function.
- D) The manufacturing assembly units at JEG, an automotive parts company, were recently reshuffled.

Answer: <https://biology-forums.com/index.php?topic=704446>

Question 69

Managers usually choose slow rates of change for determining who can keep up to the organization's goals and who cannot.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704939>

Question 70

A(n) _____ specifies the amount of money a company plans to spend on specific items that have long-term use and require significant financial investments.

- A) white paper
- B) operating budget
- C) mission statement
- D) capital expense budget

Answer: <https://biology-forums.com/index.php?topic=704112>

Question 71

The essence of Maslow's need hierarchy is that individuals take a "top down" approach to satisfying their needs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704308>

Question 72

_____ occur when a firm gets more experienced at making a product and develops greater insight about how to do the task more efficiently.

- A) Economies of scale

- B) Work standards
- C) Learning effects
- D) Capacity expansions

Answer: <https://biology-forums.com/index.php?topic=704790>

Question 73

Managers who have an entrepreneurial mind-set _____.

- A) usually avoid risky ventures
- B) resist uncertainty and maintain the status quo
- C) are alert to new ideas and use them to create value for customers
- D) are found only at the top-level of the organizational hierarchy

Answer: <https://biology-forums.com/index.php?topic=703713>

Question 74

Which of the following is a skill that competent teams must possess?

- A) task sequencing
- B) mutual trust
- C) team cohesion
- D) adaptability and flexibility

Answer: <https://biology-forums.com/index.php?topic=704493>

Question 75

Which of the following is true for 360-degree feedback?

- A) It is quick and easy to collect and quantify the data relevant to this feedback.
- B) It attempts to measure a person's performance from multiple perspectives.
- C) This technique completely eliminates the potential for bias in evaluations.
- D) The results are easily quantifiable and comparable across the company.

Answer: <https://biology-forums.com/index.php?topic=703787>

Question 76

Compare and contrast leading and managing.

Answer: <https://biology-forums.com/index.php?topic=704293>

Question 77

Even if a manager does not intend to discriminate against a particular minority group, legal action can be brought against the firm if the minority group can prove _____.

- A) disparate impact
- B) temporal immediacy
- C) compensatory justice
- D) probability of effect

Answer: <https://biology-forums.com/index.php?topic=705205>

Question 78

It is crucial to make an accurate assessment of the strength of the forces behind the need for change.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704931>

Question 79

Within the context of the job characteristics model, _____ is involved when a machine designer knows that her schematics are correct as very few are rejected by the machine shop.

- A) task identify
- B) task significance
- C) feedback from the job
- D) skill variety

Answer: <https://biology-forums.com/index.php?topic=704364>

Question 80

According to Hofstede, _____ is the extent to which people accept power and authority differences among people.

- A) gender focus
- B) individualism
- C) uncertainty avoidance
- D) power distance

Answer: <https://biology-forums.com/index.php?topic=703892>

Question 81

Which of the following statements is true about measuring performance?

- A) Measurements of performance need not always be related to organizational goals.
- B) Ease of measurement determines what is going to be measured.
- C) Relevant indicators of progress toward goals justify the costs of measurement.
- D) Usefulness of the information always justifies the cost of measurement.

Answer: <https://biology-forums.com/index.php?topic=704855>

Question 82

McClelland, in his acquired needs theory, considered _____ needs to be extremely important.

- A) existence, power, and growth
- B) existence, relatedness, and growth
- C) affiliation, power, and achievement
- D) esteem, achievement, and recognition

Answer: <https://biology-forums.com/index.php?topic=704346>

Question 83

Employment agencies tend to be expensive, so they are usually not cost-effective for low-level and low-paying jobs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703655>

Question 84

Managers have a tendency to let their programmed activities overshadow their nonprogrammed activities because _____.

- A) the outcomes of nonprogrammed decisions are more predictable and routine
- B) the outcomes of nonprogrammed decisions are more uncertain
- C) the outcomes of programmed decisions are recognized and appreciated more by top management
- D) the outcomes of programmed decisions directly affect the employees of the organization

Answer: <https://biology-forums.com/index.php?topic=704673>

Question 85

List the steps of the rational model.

Answer: <https://biology-forums.com/index.php?topic=704706>

Question 86

Which of the following is a characteristic typically found in lean media?

- A) delayed feedback
- B) personal nature of communication
- C) high cost of transmission
- D) multiple cues to aid in decoding

Answer: <https://biology-forums.com/index.php?topic=704551>

Question 87

Which of the following is true of graphic rating scales?

- A) There is no clear definition for the qualities measured by graphic rating scales.
- B) The results obtained from graphic rating are difficult to quantify.
- C) Graphic rating scales cannot be used to compare performance ratings between employees.
- D) Graphic rating scales are time-consuming and difficult to complete.

Answer: <https://biology-forums.com/index.php?topic=703783>

Question 88

A(n) _____ is a communication route that the organization doesn't prespecify but that develops through the interpersonal activities of employees.

- A) sanctioned communication channel

- B) authorized communication channel
- C) informal communication channel
- D) regulated communication channel

Answer: <https://biology-forums.com/index.php?topic=704575>

Question 89

Liaison roles are designed to enhance the information flows between two or more groups within an organization.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704165>

Question 90

Managers usually have the authority to distribute rewards to employees. This reward power they enjoy is one of the strongest sources of _____ power.

- A) position
- B) personal
- C) referent
- D) situation

Answer: <https://biology-forums.com/index.php?topic=704243>

Question 91

When a manager is planning for change, to which of the following questions would the issues of participation and incentives pertain most closely?

- A) What support will be critical for success?
- B) How should the change be communicated?
- C) How soon is change needed?
- D) How can support for the change be developed?

Answer: <https://biology-forums.com/index.php?topic=704983>

Question 92

Based on this scenario, do you agree with the advantages and disadvantages of written communication as they are presented in the text?

Answer: <https://biology-forums.com/index.php?topic=704615>

Question 93

_____ involves the use of computers to direct manufacturing processes.

- A) Computer-aided manufacturing
- B) Computer-aided design
- C) Computer-aided engineering
- D) Computer-aided automation

Answer: <https://biology-forums.com/index.php?topic=704801>

Question 94

The _____ never allows decision-making participants to meet face-to-face.

- A) nominal group technique
- B) Delphi technique
- C) dialectical inquiry
- D) multiple advocacy approach

Answer: <https://biology-forums.com/index.php?topic=704702>

Question 95

Which of the following occurs when agreement among members becomes so dominant that it overrides a realistic appraisal of alternative courses of action?

- A) perceptive distortion
- B) cognitive dissonance
- C) groupthink
- D) escalation of commitment

Answer: <https://biology-forums.com/index.php?topic=704677>

Question 96

Pfizer, a pharmaceutical company, operates in over 40 countries around the world, and many of the larger-country units enjoy considerable freedom

and autonomy. Thus, it can be said that Pfizer exemplifies a(n) _____ mode of decision making.

- A) unilateral
- B) autocratic
- C) centralized
- D) decentralized

Answer: <https://biology-forums.com/index.php?topic=705091>

Question 97

A charismatic leader has influence over others based on the individual's inspirational qualities rather than formal power or position.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704215>

Question 98

_____ identifies the actions needed to accomplish the goals of particular units of the organization or particular product lines in their respective markets.

- A) Tactical planning
- B) Operational planning
- C) Directional planning
- D) Strategic planning

Answer: <https://biology-forums.com/index.php?topic=703731>

Question 99

According to the 2005 "Consumer Choice" report sponsored by Autobytel.com, consumers' preference for smaller SUVs with decent gas mileage had increased. Which of the following forces for change probably caused this increase?

- A) legal developments
- B) technology developments
- C) competitors' actions
- D) economic conditions

Answer: <https://biology-forums.com/index.php?topic=704944>

Question 100

A firm's ability to provide value to customers that exceeds what competitors can provide is called competitive advantage.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703953>

Question 101

Which of the following is a difference between teams and groups?

- A) Members of a team take more personal responsibility for achieving team goals than group members do.
- B) Teams generally rely on unilateral action and have little coordinated interaction.
- C) Group members take greater personal responsibility for specified outcomes than team members.
- D) Groups have a higher degree of interdependent, coordinated interaction.

Answer: <https://biology-forums.com/index.php?topic=704436>

Question 102

Which of the following is true about functional structures?

- A) It facilitates specialization of the firm's functional knowledge.
- B) It leads to a broad view of the organization's overall goals.
- C) It increases the duplication of the firm's functional resources.
- D) It is one of the most complex structures.

Answer: <https://biology-forums.com/index.php?topic=705101>

Question 103

Charisma constitutes a set of traits that can produce an especially strong form of _____ power.

- A) legitimate
- B) expert
- C) referent
- D) situational

Answer: <https://biology-forums.com/index.php?topic=704261>

Question 104

In an organization, people in positions that are labeled managerial or supervisory have more opportunities to exert leadership than others.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704203>

Question 105

What are stock outs?

- A) guarantee of product quality and quantity together with timely delivery
- B) not getting products and services to customers when they want them
- C) It is a term that refers to goods that have never been purchased by a customer.
- D) carrying of excess inventories that increase holding costs and therefore total costs

Answer: <https://biology-forums.com/index.php?topic=704765>

Question 106

FoodMart Inc. is a grocery supermarket chain with 65 stores in various locations across the country. For the past year, total revenues have been steadily declining, and the management wants to make some changes to try and improve earnings. According to the CEO of the company, shutting down the 10 lowest performing stores should remedy the situation. Which of the following is the strongest counterargument for the above?

- A) A recent analysis by the operations department suggests that implementing a vendor managed inventory system would significantly reduce the operating costs.
- B) Eighty percentage of the workforce in the stores is constituted of contracted laborers.
- C) Most of the retail stores that the company has are located in high rental demand areas.
- D) A recent study reveals that inventory and transportation costs contribute up to 70 percent of the total operating costs.

Answer: <https://biology-forums.com/index.php?topic=704857>

Question 107

_____ usually involve(s) the termination of an employee for criminal behavior, such as theft of company property, or for violating the company's policies, such as sharing confidential information with its competitors.

- A) Furloughs
- B) Voluntary redundancy
- C) Firing for cause
- D) Layoffs

Answer: <https://biology-forums.com/index.php?topic=703803>

Question 108

People from countries with high collective orientations tend to exhibit emotional dependence on the organizations and institutions to which they belong.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703869>

Question 109

A call center manager hopes to improve the performance of her staff by decreasing the average time spent on a call. First, she sets up a performance board where the average length of a call for the previous week is posted and compared to the average call length for the preceding four weeks. Then, she encourages the staff to reduce the average. According to goal-setting theory, how could she improve this scheme?

- A) She should make the goal more general.
- B) She should make the goal incomprehensible.
- C) She should make the goal easier.
- D) She should make the goal more specific.

Answer: <https://biology-forums.com/index.php?topic=704380>

Question 110

Managers must evaluate the change outcomes to know whether additional changes are needed and to understand if the particular approaches implemented should be used again in similar circumstances.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704940>

Question 111

The _____ assumes that people usually settle for acceptable rather than maximum options because the decisions they confront typically demand greater information-processing capabilities than they possess.

- A) retrospective decision model
- B) implicit favorite model
- C) rational model
- D) administrative model

Answer: <https://biology-forums.com/index.php?topic=704660>

Question 112

What is the difference between formal and informal communication channels?

Answer: <https://biology-forums.com/index.php?topic=704610>

Question 113

How might hiring a part-time teacher for this position be advantageous?

Answer: <https://biology-forums.com/index.php?topic=704197>

Question 114

Which of the following refers to a process of developing regular patterns of communication with particular individuals or groups to send and receive information?

- A) brainstorming
- B) networking
- C) outsourcing
- D) featherbedding

Answer: <https://biology-forums.com/index.php?topic=704581>

Question 115

Charles leads a team of eleven employees in a fashion design company. He believes in achieving better productivity by effectively managing the employees. He adequately rewards good performers at his company and insists on the use of standard procedures. He makes changes only when it is absolutely essential for the survival of the company. Charles is a(n) _____ leader.

- A) informational
- B) charismatic
- C) transformational
- D) transactional

Answer: <https://biology-forums.com/index.php?topic=704275>

Question 116

A _____ consists of two organizational structures superimposed on each other. As a consequence, one person essentially reports to two bosses.

- A) functional structure
- B) matrix structure
- C) divisional structure
- D) regional structure

Answer: <https://biology-forums.com/index.php?topic=705121>

Question 117

Which of the following is a reinforcing action that could be taken based on the outcomes of performance measurement?

- A) investment in newer equipment
- B) modification in supervision
- C) increase in training
- D) addition of a new product line

Answer: <https://biology-forums.com/index.php?topic=704860>

Question 118

One of the first challenges for managers as they set objectives is to determine priorities.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704066>

Question 119

In terms of negotiation, _____ refers to a person's or group's stance regarding the party's wants.

- A) interest
- B) desire
- C) concern
- D) position

Answer: <https://biology-forums.com/index.php?topic=704605>

Question 120

The managerial function of _____ is regulating the work of those for whom a manager is responsible.

- A) planning
- B) auditing
- C) controlling
- D) directing

Answer: <https://biology-forums.com/index.php?topic=703741>

Question 121

Which of the following occurs when decision makers adhere to a course of action after they know it is a mistake?

- A) satisficing
- B) escalating commitment
- C) rational ignorance
- D) superrationality

Answer: <https://biology-forums.com/index.php?topic=704687>

Question 122

Alison is a newly promoted manager at N&S. Though she has the requisite qualifications in terms of experience and process knowledge, her team told her supervisors that Alison's management style is abrasive and authoritarian. Which of the following sets of skills does Alison need to improve?

- A) interpersonal skills
- B) technical skills
- C) motor skills
- D) conceptual skills

Answer: <https://biology-forums.com/index.php?topic=703758>

Question 123

Managers at the functional level focus on how they can achieve the competitive plan of the business.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704060>

Question 124

The means of transmitting information from sender to receiver is known as the _____ of communication.

- A) interference
- B) essence
- C) medium
- D) body

Answer: <https://biology-forums.com/index.php?topic=704548>

Question 125

In this scenario, is the interview alone a valid selection technique?

Answer: <https://biology-forums.com/index.php?topic=704198>

Question 126

Blue Springs is a company that produces bottled water. It has received a huge order to supply water for a five-day convention that is taking place in the city. There are about half a million guests expected to attend each day. The company must operate at its _____ to meet this demand.

- A) supply capacity
- B) optimal capacity
- C) design capacity
- D) effective capacity

Answer: <https://biology-forums.com/index.php?topic=704758>

Question 127

A manager has to resolve a serious disagreement between two of her sales staff, one of whom accuses the other of "stealing" his clients. _____ would be the best way for the manager to expedite the resolution of this dispute.

- A) Face to face meetings
- B) E-mail correspondence
- C) Telephone conversations
- D) Formal letters

Answer: <https://biology-forums.com/index.php?topic=704557>

Question 128

When _____ in the decision-making process, involving group members leads to greater acceptance of the final outcome.

- A) evaluating alternatives
- B) identifying alternatives
- C) implementing the choice
- D) choosing alternatives

Answer: <https://biology-forums.com/index.php?topic=704676>

Question 129

Describe the concept of "differentiation" in an organization.

Answer: <https://biology-forums.com/index.php?topic=705163>

Question 130

What are the typical objectives of managers working in operations?

Answer: <https://biology-forums.com/index.php?topic=704806>

Question 131

_____ is the tendency for decision makers to accept the first alternative that meets their minimally acceptable requirements rather than push further for an alternative that produces the best results.

- A) Satisficing
- B) Rational ignorance
- C) Altruism
- D) Groupthink

Answer: <https://biology-forums.com/index.php?topic=704664>

Question 132

Among many other responsibilities, Angela Morrison also manages two research teams at a market research firm. Team leaders from both report to her and give her regular updates on how the work is progressing. She carefully monitors the performance of both teams and gives them regular feedback on their work. This is an example of _____.

- A) controlling
- B) organizing
- C) auditing
- D) planning

Answer: <https://biology-forums.com/index.php?topic=703743>

Question 133

In recent years, the communication capabilities of the Internet have facilitated the emergence of large-scale, word-of-mouth networks.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704529>

Question 134

Define globalization. According to Thomas Friedman, what are the three stages of globalization?

Answer: <https://biology-forums.com/index.php?topic=703943>

Question 135

Over the past 30 years, significant advancements have been made in technology, R&D, and applications relating to the IT industry. This factor can be attributed to _____ contributing to the overall uncertainty of the environment in the IT industry.

- A) informalization
- B) the network structure
- C) advanced formalization

D) environmental dynamism

Answer: <https://biology-forums.com/index.php?topic=705145>

Question 136

Self-efficacy is roughly the equivalent of _____ expectancy in the expectancy theory.

- A) effort-to-outcome
- B) performance-to-outcome
- C) effort-to-performance
- D) performance-to-valence

Answer: <https://biology-forums.com/index.php?topic=704373>

Question 137

In virtual teams, members frequently depend on electronically mediated communications.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703878>

Question 138

Google's purchase of YouTube exemplifies its _____ of the need to enhance its mission of organizing the world's information and making it universally useful and accessible.

- A) reactive recognition
- B) cybernetic recognition
- C) retroactive recognition
- D) proactive recognition

Answer: <https://biology-forums.com/index.php?topic=704960>

Question 139

Which of the following is likely to be an advantage for the licensor in a licensing arrangement?

- A) major returns on investment irrespective of sales
- B) low cost and little risk
- C) strict control over the use of its product and brand name
- D) low royalty percentages

Answer: <https://biology-forums.com/index.php?topic=703916>

Question 140

Networking is a process of developing regular patterns of communication with particular individuals or groups to send and receive information.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704530>

Question 141

Personality tests are good overall predictors of job performance.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703659>

Question 142

As the complexity of a task increases and its assessment standards become more abstract, there will be a higher potential that performance measurement will cause confusion.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704822>

Question 143

In the storming stage of group development, there are often conflicts over group goals or the means to reach them.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704422>

Question 144

Of the four major functions of a manager, the purpose of _____ at the most basic level is the attempt to bring order to the organization.

- A) organizing
- B) auditing
- C) feedback
- D) directing

Answer: <https://biology-forums.com/index.php?topic=703736>

Question 145

Sandra, the operations manager of the Zara clothing chain, is informed that the summer line requires certain materials that are not available locally. She recalls having used the same raw materials two summers ago from a niche supplier. Which of the following should she use to solve this issue?

- A) RFP
- B) TQM
- C) MRP
- D) EOQ

Answer: <https://biology-forums.com/index.php?topic=704762>

Question 146

_____ teams channel their members' efforts and attention into unproductive conflicts and interpersonal attacks.

- A) Seeker
- B) Destroyer
- C) Creator
- D) Equalizer

Answer: <https://biology-forums.com/index.php?topic=704488>

Question 147

_____ is the percent of design capacity a facility is actually expected to maintain.

- A) Extended capacity
- B) Projected capacity
- C) Expected capacity
- D) Effective capacity

Answer: <https://biology-forums.com/index.php?topic=704759>

Question 148

The category of motivational forces that relates to both internal and external forces focuses on the characteristics of a person's job or task.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704305>

Question 149

Which of the following is the idea behind organizational renewal?

- A) Systematically collected data is better than any assumption.
- B) Many companies have structures involving more people than necessary.
- C) In a fast-changing world, new habits and patterns rapidly become outdated.
- D) People's emotions are as important as their thoughts.

Answer: <https://biology-forums.com/index.php?topic=705031>

Question 150

Which of the following is an example of a diagnostic activity?

- A) sensitivity training
- B) job enrichment
- C) agenda setting
- D) formulation of questionnaires

Answer: <https://biology-forums.com/index.php?topic=705024>

Question 151

A _____ is a standard, shared by the group, that guides the behavior of its individual members.

- A) legacy

- B) cachet
- C) status
- D) norm

Answer: <https://biology-forums.com/index.php?topic=704474>

Question 152

Top executives at McCain Ericsson Bank have taken up business process reengineering to improve the standards of the organization. They are unsure if their current loan application process is an adequate measure of determining whether or not a loan should be given to an individual. Which of the following elements are they considering?

- A) objective
- B) design
- C) infrastructure
- D) capabilities

Answer: <https://biology-forums.com/index.php?topic=704753>

Question 153

High levels of group cohesion _____.

- A) decrease the possibility of developing groupthink
- B) decrease the adherence to group norms
- C) decrease the potential for intergroup cooperation
- D) decrease individual satisfaction of group members

Answer: <https://biology-forums.com/index.php?topic=704481>

Question 154

AOL's shift in strategy from generating revenues via consumer subscriptions to generating revenue via advertising on its website is an example of _____ of the need for change.

- A) retroactive recognition
- B) cybernetic recognition
- C) proactive recognition
- D) reactive recognition

Answer: <https://biology-forums.com/index.php?topic=704963>

Question 155

Describe Gresham's law of planning.

Answer: <https://biology-forums.com/index.php?topic=704710>

Question 156

Compare and contrast the following methods of monitoring the progress of projects: Gantt charts, program evaluation and review technique (PERT), and the critical path method (CPM).

Answer: <https://biology-forums.com/index.php?topic=704814>

Question 157

In order to recover its market share, the management in Xenon Inc. decide to launch a low cost line of its existing products. Which of the following arguments would most likely convince the reluctant employees of the feasibility of this strategy?

- A) New technology would help mass production and price reduction.
- B) Cheaper raw materials would make for a cheaper product.
- C) Company is currently making a product that has low demand.
- D) Competitors were offering goods at low prices.

Answer: <https://biology-forums.com/index.php?topic=704978>

Question 158

Explain the organizational objectives in this scenario.

Answer: <https://biology-forums.com/index.php?topic=704140>

Question 159

A foreign company can enter a new market via _____ agreements that allow a local firm in the new market to manufacture and distribute the foreign company's product.

- A) marketing
- B) exporting

- C) licensing
- D) importing

Answer: <https://biology-forums.com/index.php?topic=703914>

Question 160

The external environment is the least significant factor affecting whether a strategic control system can be set up.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704832>

Question 161

The _____ of a product or service is a function of how many customers are willing to purchase the product or service and how much they are willing to pay for it.

- A) market value
- B) absolute value
- C) intrinsic value
- D) relative value

Answer: <https://biology-forums.com/index.php?topic=704006>

Question 162

Which of the following statements is true about the nominal group technique?

- A) In this technique, everyone independently considers the problem without other members of the group influencing them.
- B) It is like the devil's advocate approach except that more than one opposing view is presented.
- C) It never allows decision-making participants to meet face-to-face.
- D) Each group involved in making a decision is assigned the responsibility of representing the opinions of its constituents.

Answer: <https://biology-forums.com/index.php?topic=704701>

Question 163

A foreign firm can enter a new international market by using a(n) _____ to purchase a local firm in that market.

- A) exporting strategy
- B) licensing agreement
- C) cross-border acquisition
- D) strategic alliance

Answer: <https://biology-forums.com/index.php?topic=703919>

Question 164

Managers in the _____ role not only make routine decisions in their jobs but also frequently engage in activities that explore new opportunities or start new projects.

- A) monitor
- B) negotiator
- C) entrepreneurial
- D) liaison

Answer: <https://biology-forums.com/index.php?topic=703780>

Question 165

Whereas _____ focus on which variables affect motivation, _____ focus on how the variables affect motivation.

- A) equity theories; expectancy theories
- B) goal-setting theories; reinforcement theories
- C) process theories; content theories
- D) content theories; process theories

Answer: <https://biology-forums.com/index.php?topic=704354>

Question 166

Cars, computers, and cameras are all examples of products that are typically made via _____.

- A) continuous flow processes
- B) assembly-line processes
- C) job shop processes
- D) small batch processes

Answer: <https://biology-forums.com/index.php?topic=704789>

Question 167

What is a value chain?

Answer: <https://biology-forums.com/index.php?topic=704049>

Question 168

In a low-networked structure, the quantity and magnitude of externally networked activities are limited.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704158>

Question 169

_____ refers to the ability to fulfill a customer's need by alternative means.

- A) Elimination
- B) Substitution
- C) Segmentation
- D) Rearrangement

Answer: <https://biology-forums.com/index.php?topic=703981>

Question 170

According to Rosemary Stewart's dimensions of managerial jobs, _____ are factors that limit a manager's response to various demands.

- A) constraints
- B) techniques
- C) interpersonal skills
- D) choices

Answer: <https://biology-forums.com/index.php?topic=703802>

Question 171

Which of the following is a typical managerial choice?

- A) legal regulations
- B) attitudes of subordinates
- C) allocation of resources
- D) scheduled deadlines

Answer: <https://biology-forums.com/index.php?topic=703808>

Question 172

Which of the following is a core category of environmental complexity?

- A) quality
- B) strategy
- C) stability
- D) technology

Answer: <https://biology-forums.com/index.php?topic=705137>

Question 173

A marketing manager is acting as a figurehead when he or she interacts with key customers to learn about their reactions to new product ideas.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703672>

Question 174

Which of the following statements is true about dialectical inquiry?

- A) It forces group members to "think outside the box" and look at new ways to analyze the problem.
- B) It is a frequently used mechanism to provide a maximum number of ideas in a short period of time.
- C) It is like the devil's advocate approach except that more than one opposing view is presented.
- D) Each group involved in making a decision is assigned the responsibility of representing the opinions of its constituents.

Answer: <https://biology-forums.com/index.php?topic=704696>

Question 175

What is the primary legacy of Frederick Taylor?

- A) the concept of employee motivation
- B) the concept of job enrichment
- C) the "hierarchy of needs" theory
- D) the principles of scientific management

Answer: <https://biology-forums.com/index.php?topic=703715>

Question 176

_____ is a motivation theory that focuses on the presumed different effects of intrinsic job factors and extrinsic situational factors.

- A) Maslow's need hierarchy
- B) Vroom's expectancy theory
- C) McClelland's acquired needs theory
- D) Herzberg's two-factor theory

Answer: <https://biology-forums.com/index.php?topic=704348>

Question 177

Write a short note on norms.

Answer: <https://biology-forums.com/index.php?topic=704507>

Question 178

The term bamboo ceiling refers to _____.

- A) the reluctance of Japanese managers to allow centralized decision making among their subordinates
- B) the lack of information flow from the Japanese-owned subsidiaries in foreign countries back to headquarters in Japan
- C) the tendency of Japanese firms to delegate decisions more frequently than European or American firms
- D) the exclusion of host nationals from strategic decision making in centrally controlled Japanese subsidiaries

Answer: <https://biology-forums.com/index.php?topic=705089>

Question 179

Given the circumstances in this scenario, on what type of skills might a training program focus?

Answer: <https://biology-forums.com/index.php?topic=704200>

Question 180

Placing an employee in several functional areas over the course of his or her career is called cross-functional job rotation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703679>

Question 181

Define and discuss the term cultural context.

Answer: <https://biology-forums.com/index.php?topic=703951>

Question 182

Research on goal setting related to the budgetary process suggests that the ideal budget is one that is not challenging and is easily attainable.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704823>

Question 183

Unless an organization translates its strategic intent and mission into specific goals, they will remain statements of good intentions and unrealized achievements.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703969>

Question 184

Which of the following is true for a bona fide occupational qualification?

- A) It is a prerequisite for inclusion in affirmative action programs.
- B) It may use selection criteria regarded as discriminatory.
- C) It is based on performance and has an indirect impact on job performance.
- D) It has no material impact on job outcomes.

Answer: <https://biology-forums.com/index.php?topic=703811>

Question 185

_____ involve a country's infrastructure, such as roads, telecommunications, air links, arable land, deep water harbors, mineral resources, forests, and climate.

- A) Institutional forces
- B) Sociocultural forces
- C) Geopolitical forces
- D) Physical forces

Answer: <https://biology-forums.com/index.php?topic=703997>

Question 186

One of the biggest determinants of resistance during the unfreezing stage of the change process is the level of uncertainty associated with the change.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704934>

Question 187

As a group, whistleblowers tend to be disgruntled employees.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703855>

Question 188

Managers at _____ establish goals and formulate a strategy for the firm to achieve those goals.

- A) all levels of the organization
- B) the top of the organization
- C) operational levels of the organization
- D) functional levels of the organization

Answer: <https://biology-forums.com/index.php?topic=703708>

Question 189

Technology is helpful for routine but complex decisions.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704639>

Question 190

Identify and explain the four managerial functions.

Answer: <https://biology-forums.com/index.php?topic=703826>

Question 191

Noise can interfere at any point in the communication process.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704522>

Question 192

The employees of a firm reports to line managers and they are responsible for controlling the work of the employees. What kind of power does the line managers enjoy in this example?

- A) legitimate power
- B) reward power
- C) expert power
- D) referent power

Answer: <https://biology-forums.com/index.php?topic=704240>

Question 193

_____ skill development programs include a variety of skills and abilities, such as problem solving, decision making, planning, and organizing.

- A) Motor

- B) Interpersonal
- C) Technical
- D) Conceptual

Answer: <https://biology-forums.com/index.php?topic=703761>

Question 194

In the "outside-out" approach of the strategic corporate social responsibility perspective, managers can look outside the company at issues the company can influence.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703852>

Question 195

What is a communication network? What is its significance in the organizational scheme of things?

Answer: <https://biology-forums.com/index.php?topic=704611>

Question 196

Organizational management _____.

- A) is considered a subset of organizational leadership
- B) includes very few activities that are included in a leader's role
- C) include tasks that don't directly involve influencing people
- D) has limited scope compared to organizational leadership

Answer: <https://biology-forums.com/index.php?topic=704227>

Question 197

Which of the following is an example of escalating commitment?

- A) Loana starts her dream restaurant without any business experience. After six months, it becomes clear that her restaurant is not a successful venture. Loana continues to invest in the restaurant because she feels that she can turn it into a successful venture.
- B) Polie is good at making hand-stitched decorative items like curtains, cushions, and so on. She starts selling them and notices that the demand for her items is increasing in neighboring areas. She hires two helpers and trains them to create more items to match the increasing demand.
- C) Beth is a highly motivated individual. Her motivation not only helps her productivity at work, but also motivates her colleagues to work better than they normally do.
- D) Orlando, a senior manager in a manufacturing firm, wants to eliminate channel partners from the selling process. As a trial, he eliminates channel partners of one area of the city to see if it has an impact. This action results in increased sales in the area. Orlando then eliminates channel partners of the entire city and expects similar results.

Answer: <https://biology-forums.com/index.php?topic=704688>

Question 198

_____ are designated, created, and sanctioned by the organization to carry out its basic work and fulfill its overall mission.

- A) Informal groups
- B) Formal groups
- C) Voluntary groups
- D) Friendship groups

Answer: <https://biology-forums.com/index.php?topic=704449>

Question 199

A manager of a local bookstore is trying to increase his store's productivity without hiring additional employees. He has noticed that a competitor is flourishing with relatively few employees and decides to investigate. This is an example of _____.

- A) benchmarking
- B) competitive intelligence
- C) forecasting
- D) contingency planning

Answer: <https://biology-forums.com/index.php?topic=704101>

Question 200

Goal-setting is a simple panacea for motivating increased performance suitable for all occasions and in all types of situations.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704320>

Question 201

Which of the following is true of time and motion studies?

- A) It follows the motto of working smart but not hard.
- B) It does not involve reviewing any activity done in the organization.
- C) It is a popular way of determining the percentage of time spent on each activity during a working day.
- D) It is less accurate than work sampling techniques as a method to determine time standards.

Answer: <https://biology-forums.com/index.php?topic=704781>

Question 202

Environmental dynamism is the breadth and depth of differences and similarities in an organization's external environment.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704159>

Question 203

Within the context of the two-factor theory, what are "motivators" and "hygiene factors"?

Answer: <https://biology-forums.com/index.php?topic=704401>

Question 204

How does leadership differ across cultures?

Answer: <https://biology-forums.com/index.php?topic=704294>

Question 205

A person can be called a charismatic leader if he or she _____.

- A) exhibits more faith in others' ideas than his or her own ideas
- B) can influence followers based on inspirational qualities
- C) has a weak need for power and high expectations of followers
- D) has a legitimate power to influence other individuals

Answer: <https://biology-forums.com/index.php?topic=704262>

Question 206

Since the time of the original formulation of the three-stage change process many years ago, the goal of refreezing has been broadened into the objective of _____.

- A) organizational renewal
- B) organizational learning
- C) organizational development
- D) reengineering

Answer: <https://biology-forums.com/index.php?topic=705029>

Question 207

Identify a leader's attribute that is universally viewed as positive.

- A) individualistic nature
- B) class consciousness
- C) cautious nature
- D) trustworthiness

Answer: <https://biology-forums.com/index.php?topic=704229>

Question 208

In the context of an organization, members are defined as _____.

- A) the group of rank-and-file employees
- B) members of the labor union
- C) the nonmanagerial employees
- D) all employees

Answer: <https://biology-forums.com/index.php?topic=703691>

Question 209

Hackman and Oldham proposed that _____ is the degree to which a job requires the completion of a "whole" and identifiable piece of work.

- A) task significance

- B) skill variety
- C) task identity
- D) autonomy

Answer: <https://biology-forums.com/index.php?topic=704363>

Question 210

Jessica and Alex have been unable to decide who should do the team's work scheduling for the next one month, a task that is both complex and time consuming. As their manager, Melanie intervenes and tells them to jointly draw up the next month's production schedule. Melanie is playing the role of a _____.

- A) disturbance handler
- B) liaison
- C) resource allocator
- D) negotiator

Answer: <https://biology-forums.com/index.php?topic=703788>

Question 211

Computer software companies compete against a wide array of competitors and must continually struggle to lead, or even stay abreast of, industry changes. Thus, we may say that software companies exist in _____ and _____ external environments.

- A) simple; static
- B) complex; dynamic
- C) simple; dynamic
- D) complex; static

Answer: <https://biology-forums.com/index.php?topic=705141>

Question 212

Which of the following statements is true about the movement phase of the change process?

- A) The greater the magnitude of the change, the lesser the level of resistance to it.
- B) The lesser the uncertainty regarding a change, the greater the resistance to it.
- C) The greater the magnitude of change, the greater is the level of uncertainty.
- D) The higher the level of resistance to a change, the lesser planning is required for its success.

Answer: <https://biology-forums.com/index.php?topic=704972>

Question 213

As the CEO of a software company, Keith is required to participate in several meetings each week. Some of his other responsibilities include helping to formulate the company's strategic plans and giving the final word on which projects the company will undertake. This reflects the _____ aspect of Keith's role as a manager.

- A) constraint
- B) technique
- C) compliance
- D) demand

Answer: <https://biology-forums.com/index.php?topic=703799>

Question 214

The _____ approach to ethical decision making focuses on consequences of an action.

- A) universal
- B) utilitarian
- C) moral rights
- D) justice

Answer: <https://biology-forums.com/index.php?topic=705183>

Question 215

The supply chain refers to the coordinated system of resources, information, activities, people, and organizations involved in moving a product or service from raw materials to components and into a finished product or service delivered to the end customer.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704741>

Question 216

A _____ is a specific instance in which the employee's behavior and performance were above or below expectations.

- A) critical incident

- B) basis point
- C) pivot point
- D) chronic incident

Answer: <https://biology-forums.com/index.php?topic=703790>

Question 217

Individualism can be defined as the extent to which a person's identity is a function of the groups to which he or she belongs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703868>

Question 218

Which of the following is a valid observation of the interrelationship between management and leadership?

- A) All leaders are managers, but all managers are not leaders.
- B) Not all leaders are managers and not all managers are leaders.
- C) Management and leadership are mutually exclusive behaviors.
- D) Organizational management is a subset of organizational leadership.

Answer: <https://biology-forums.com/index.php?topic=704228>

Question 219

A _____ facilitates the use of modular products, each of which is different but which contain some of the same parts. Thus, modular parts are produced and assembled in different ways to produce several different products.

- A) customer structure
- B) matrix structure
- C) division structure
- D) regional structure

Answer: <https://biology-forums.com/index.php?topic=705108>

Question 220

The financial ratio of liquidity indicates how well the organization can meet its long-term financial obligations.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704834>

Question 221

A(n) _____ provides a view of the firm over the long term and what it should achieve in the future.

- A) annual report
- B) strategic vision
- C) multipoint competitive analysis
- D) differentiated leadership strategy

Answer: <https://biology-forums.com/index.php?topic=703984>

Question 222

A key feature of many companies that have _____ is the use of rolling forecasts, which are created every few months.

- A) rejected budgets
- B) increased turnover rates
- C) restricted employee participation
- D) established benchmarks

Answer: <https://biology-forums.com/index.php?topic=704851>

Question 223

Neutralizer of leadership is any aspect of the organization or work situation that _____.

- A) allows leaders to exercise their power
- B) can hinder the exercise of leadership
- C) necessitates the use of participative leadership
- D) diminishes the image of the organization's leadership

Answer: <https://biology-forums.com/index.php?topic=704289>

Question 224

A matrix structure consists of two organization structures superimposed on each other.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704157>

Question 225

Angela is an HR manager at Hard Rock Cafe. She is responsible for recruiting employees and training them, organizing work space for new employees, overseeing employee relations counseling and exit interviews, developing and implementing HR policies and procedures, and reviewing annual performance. This is an example of _____ according to the job characteristics model.

- A) task identity
- B) skill matrix
- C) task significance
- D) skill variety

Answer: <https://biology-forums.com/index.php?topic=704356>

Question 226

Which of the following is the purpose of operational plans?

- A) They align tactical planning with the overall strategic direction of the company.
- B) They translate tactical plans into specific goals/actions for small organizational units.
- C) They underscore the interdependence of tactical and strategic plans.
- D) They focus on the broad future of the organization.

Answer: <https://biology-forums.com/index.php?topic=704081>

Question 227

Sespi is a manufacturer of aerated drinks such as colas and other beverages. The finance department is planning to table a capital expenditure budget for the upcoming year. Which of the following items might be accounted for under this budget?

- A) dividend payments for shareholders
- B) a new bottling plant
- C) stationery items for offices
- D) employee payroll

Answer: <https://biology-forums.com/index.php?topic=704113>

Question 228

Which of the following is a possible disadvantage associated with charismatic leaders?

- A) They often engage in orthodox actions to achieve goals.
- B) They lack a strong need for power.
- C) They do not always suit the requirements of the situation.
- D) They don't have belief in their own ideas.

Answer: <https://biology-forums.com/index.php?topic=704263>

Question 229

A manager is using his reward power when he withholds a desired prize for an employee.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704209>

Question 230

When a manager uses _____ to lessen the likelihood of a behavior being repeated, he or she avoids providing any positive consequences as a result of that behavior.

- A) negative reinforcement
- B) reversibility
- C) extinction
- D) enactive mastery

Answer: <https://biology-forums.com/index.php?topic=704389>

Question 231

Do you get the impression that A-1 is committed to organizational learning, based on this scenario?

Answer: <https://biology-forums.com/index.php?topic=705067>

Question 232

A manager wishes to improve the job performance of a group of clerical workers. Based on Herzberg's theory, _____ would be an appropriate motivator.

- A) providing them with a better health care plan
- B) offering them opportunities for achievement and recognition
- C) setting up a break room where coworkers could socialize
- D) redecorating their offices so that they are pleasant and comfortable

Answer: <https://biology-forums.com/index.php?topic=704350>

Question 233

Task significance is the degree to which a job requires a variety of different activities in carrying out the work.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704313>

Question 234

Which of the following is an example of downward communication within an organization?

- A) a CEO's mail congratulating employees for their performance
- B) an employee requesting permission from his boss to go on leave
- C) the HR department requesting performance reports from the engineering department
- D) a supervisor reporting his division's performance to his manager

Answer: <https://biology-forums.com/index.php?topic=704565>

Question 235

In which of the following cases is the need for change the least?

- A) No difference exists between performance and standard.
- B) when the difference between performance and standard is negative
- C) when the difference between performance and standard is positive
- D) There is no well-defined standard to measure performance by.

Answer: <https://biology-forums.com/index.php?topic=704858>

Question 236

Albert Bandura's social cognitive theory defines _____ as gaining knowledge by observing how others perform a task and then modeling one's own behavior in a similar manner.

- A) vicarious learning
- B) psychological arousal
- C) enactive mastery experience
- D) verbal persuasion

Answer: <https://biology-forums.com/index.php?topic=704376>

Question 237

The contents of communications within organizations usually vary according to _____.

- A) the speed of feedback expected of the receiver
- B) the richness of the media being used for communications
- C) the size of the communication's audience
- D) the direction of the communication activity

Answer: <https://biology-forums.com/index.php?topic=704568>

Question 238

Which of the following statements characterizes a firm that operates within a "high-networked" structure?

- A) It has little contact with firms to which work has been outsourced.
- B) It has more value chain activities networked to external organizations than it owns and executes internally.
- C) It uses outside organizations for only a limited number of minor value chain activities.
- D) It owns and executes most of its primary and support value chain activities.

Answer: <https://biology-forums.com/index.php?topic=705129>

Question 239

List the steps involved in the programs instituted by organizations to apply the principles of reinforcement theory.

Answer: <https://biology-forums.com/index.php?topic=704407>

Question 240

A production supervisor receives a bonus for each day a project is completed ahead of schedule. This is an example of _____.

- A) negative reinforcement
- B) omission training
- C) positive reinforcement
- D) extinction

Answer: <https://biology-forums.com/index.php?topic=704388>

Question 241

An advantage of the regional structure is that _____.

- A) it reduces the duplication of functional resources across regions
- B) it usually fosters a strong sense of accountability for performance among managers
- C) it fosters competitive behavior among regions
- D) it reduces the likelihood of conflict and coordination difficulties

Answer: <https://biology-forums.com/index.php?topic=705119>

Question 242

Total quality management (TQM) requires the use of a separate team of experts to inspect products or services for defects or errors after completion.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704721>

Question 243

Which of the following motivational forces relates to both internal and external forces?

- A) needs for security
- B) amount of direct feedback
- C) attitudes toward a job
- D) availability of training

Answer: <https://biology-forums.com/index.php?topic=704331>

Question 244

Tactical control focuses on _____.

- A) implementing strategy
- B) regulating activities
- C) planning policies
- D) managing methods

Answer: <https://biology-forums.com/index.php?topic=704876>

Question 245

_____ rely on electronically mediated communication.

- A) Ad hoc teams
- B) Swift trust teams
- C) Virtual teams
- D) Cross-functional teams

Answer: <https://biology-forums.com/index.php?topic=703937>

Question 246

_____ is the measure of how well an organization is using its resources (inputs) to produce goods and services (outputs).

- A) Profit
- B) Turnover
- C) Work standardization
- D) Productivity

Answer: <https://biology-forums.com/index.php?topic=704777>

Question 247

It is unlikely that a manager can positively influence the self-efficacy of subordinates.

- A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=704319>

Question 248

Which of the following represents the narrowest scope of control for a bank branch manager?

- A) ensuring that the bank gets enough publicity to attract new clientele
- B) ensuring that there is a fair ratio of human tellers to automated tellers present
- C) ensuring that there is an adequate ratio of deposits relative to loans
- D) ensuring proper credit checking before a loan is granted to any individual or organization

Answer: <https://biology-forums.com/index.php?topic=704864>

Question 249

Which of the following steps in the communication process involves interpreting a message?

- A) receiving
- B) sending
- C) encoding
- D) decoding

Answer: <https://biology-forums.com/index.php?topic=704541>

Question 250

Discuss Alderfer's ERG theory.

Answer: <https://biology-forums.com/index.php?topic=704400>

Question 251

_____ is an underlying attribute of diversity.

- A) Race
- B) Skills
- C) Gender
- D) Age

Answer: <https://biology-forums.com/index.php?topic=704466>

Question 252

In Mintzberg's management model, the negotiator role often requires managers to make accommodations with other units or other organizations.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703676>

Question 253

The problem with instituting changes too frequently is that _____.

- A) benefits of the changes are not likely to outweigh the costs
- B) they can be difficult to coordinate across multiple levels in the organization
- C) they are not always in sync with the real problems faced by the organization
- D) employees may not get time to completely adjust to any one of them

Answer: <https://biology-forums.com/index.php?topic=705014>

Question 254

_____ is the degree to which a situation influences behavior or perception of the appropriateness of behavior.

- A) Cultural dimensionality
- B) Cultural milieu
- C) Cultural context
- D) Cultural elasticity

Answer: <https://biology-forums.com/index.php?topic=703933>

Question 255

Groups composed of individuals who are very dissimilar to each other are known as _____.

- A) heterogeneous groups
- B) homogeneous groups
- C) homologous groups
- D) analogous groups

Answer: <https://biology-forums.com/index.php?topic=704464>

Question 256

The manager of the Research department at Lemontree Inc. is experimenting with new ways of working to increase efficiency. He divides the department's employees into four smaller teams and puts each team in charge of a part of the project. Which of the following is most likely to be the least effective team?

- A) Team Beta is not the top-performing team, but team members are hardworking and are generally satisfied with how the team works.
- B) Team Gamma's project is the most visible of the four, and the team has set itself high performance standards.
- C) Team Delta members initially disagreed about the strategies to accomplish tasks, but were able to arrive at a consensus.
- D) Members of Team Alpha are highly qualified, but their allotted task is a very routine one.

Answer: <https://biology-forums.com/index.php?topic=704502>

Question 257

Which of the following selection techniques is likely to offer the highest validity?

- A) ABC 24/7, a news channel, is looking for an anchor to host a talk show on current affairs. Each candidate is asked a variety of questions depending on their personal work experience and areas of strength.
- B) Papercraft is a family firm and the CEO has the final say in all employee hires. Employees are often hired on the basis of a brief interview with the CEO, rather than the company's formal interview process.
- C) Orangetree finds it more important that new employees fit in with the company culture and other employees. Thus, interviews are generally conducted individually by a number of top managers, who assess candidates' fit with the company.
- D) N&S is conducting campus interviews that attract a large number of applicants. To eliminate those who do not have the necessary skills, N&S makes applicants fill out a preliminary questionnaire. Based on the results, N&S then decides who qualifies to the next round.

Answer: <https://biology-forums.com/index.php?topic=703732>

Question 258

Power distance is the extent to which people accept power and authority differences among people.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703866>

Question 259

Which of the following can be categorized as task behavior?

- A) rewarding good performers
- B) setting performance standards
- C) providing personal support to employees
- D) showing confidence in subordinates

Answer: <https://biology-forums.com/index.php?topic=704271>

Question 260

_____ is the process of assembling and using sets of resources in a goal-directed manner to accomplish tasks in an organization.

- A) Budgeting
- B) Planning
- C) Accounting
- D) Management

Answer: <https://biology-forums.com/index.php?topic=703688>

Question 261

_____ involve(s) the termination of groups of employees because of economic or business reasons.

- A) Furloughs
- B) Voluntary redundancy
- C) Outsourcing
- D) Layoffs

Answer: <https://biology-forums.com/index.php?topic=703801>

Question 262

While they agree that satisfaction is a factor in motivation, scholars note that there is little evidence that increasing employee satisfaction actually increases motivation. This has led them to criticize the _____ as being overly simplistic.

- A) expectancy theory
- B) two-factor theory
- C) equity theory

D) hierarchy of needs theory

Answer: <https://biology-forums.com/index.php?topic=704351>

Question 263

The N&S design team recently took on eight more people to cope with a sudden influx of work. However, the management noticed that productivity did not increase significantly after the new members joined, and even decreased in some cases. This can be attributed to _____.

- A) effort optimism
- B) social loafing
- C) cognitive biases
- D) the negativity effect

Answer: <https://biology-forums.com/index.php?topic=704463>

Question 264

As a rule, formal organizations are highly centralized.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704153>

Question 265

Hot Oven Bakery has an order for 1000 boxes of chocolate chip cookies from Shoprite supermarkets. They also have an order for 300 boxes of gingersnaps. Which of the production processes is Hot Oven Bakery most likely to follow?

- A) assembly-line processes
- B) continuous flow production
- C) small batch processes
- D) job shops

Answer: <https://biology-forums.com/index.php?topic=704794>

Question 266

Managers rarely have to manage multicultural teams within one organization in one location.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703877>

Question 267

The _____ relates to the activities needed to retrieve a used product from a customer and either reuse it or dispose of it.

- A) reverse supply chain
- B) after-market linkage
- C) materials requirement plan
- D) trade-in program

Answer: <https://biology-forums.com/index.php?topic=704804>

Question 268

As the dean of a business school, Mike is often required to participate in activities such as the inauguration of a new faculty or delivering a welcoming address at a seminar hosted by the college. He is most likely playing the _____ role as a member of the college management.

- A) disseminator
- B) leader
- C) figurehead
- D) liaison

Answer: <https://biology-forums.com/index.php?topic=703751>

Question 269

In a globally focused organization, strategic decisions are made in the branch offices.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703873>

Question 270

What is equity theory?

Answer: <https://biology-forums.com/index.php?topic=704404>

Question 271

Knowing who is responsible for specific actions facilitates coordination, especially if multiple people are involved in the execution of a plan.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704068>

Question 272

A firm's _____ consists of its planning, finance, accounting, legal, government relations, and other activities supplied by its various primary activities.

- A) infrastructure
- B) human resource management
- C) marketing strategies
- D) procurement

Answer: <https://biology-forums.com/index.php?topic=704014>

Question 273

Heuristic is a rule that guides the search for alternatives into areas that have _____.

- A) information-processing capabilities
- B) maximum options
- C) interchangeable alternatives
- D) high probabilities for yielding success

Answer: <https://biology-forums.com/index.php?topic=704662>

Question 274

Shelley arrived at 10:00 a.m. for her interview with a manager at Orangetree. This being her first round of interview with the company, the manager asked her a set of questions interviewers ask all prospective candidates they meet for the first time. What sort of interview is Shelley attending?

- A) unstructured
- B) simulation
- C) sampling
- D) structured

Answer: <https://biology-forums.com/index.php?topic=703722>

Question 275

_____ is defined as the process of transferring information, meaning, and understanding from sender to receiver.

- A) Management
- B) Communication
- C) Programming
- D) Planning

Answer: <https://biology-forums.com/index.php?topic=704539>

Question 276

Albert Bandura's social cognitive theory defines _____ as succeeding on a similar prior task and attributing that success to one's own capabilities rather than to luck or circumstances.

- A) verbal persuasion
- B) psychological arousal
- C) vicarious learning
- D) enactive mastery experience

Answer: <https://biology-forums.com/index.php?topic=704375>

Question 277

What are graphic rating scales? What are their advantages and disadvantages?

Answer: <https://biology-forums.com/index.php?topic=704193>

Question 278

A capital expenditure budget typically includes all primary activities on which the unit or organization plans to spend money and the amount allocated for each item during the year.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704069>

Question 279

Activities that transform inputs into the products and services of the firm, as well as maintenance of machines, are part of the _____.

- A) outbound logistics component of the value chain
- B) inbound logistics component of the value chain
- C) operations component of the value chain
- D) procurement component of the value chain

Answer: <https://biology-forums.com/index.php?topic=704008>

Question 280

The bounded rationality model focuses on the decision maker as an optimizer.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704625>

Question 281

Verbal communication includes both oral and written communication.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704523>

Question 282

Which of the following is true for organizations that are transnational in nature?

- A) Subsidiaries of transnational organizations cannot respond to changes in customers' needs in the local market.
- B) These organizations attempt to market a standardized product across geographic markets.
- C) This approach can be expensive for the company because it cannot achieve economies of scale.
- D) Its goal is to achieve global efficiency while maintaining local market responsiveness.

Answer: <https://biology-forums.com/index.php?topic=703931>

Question 283

Why are "values" an important coordinating mechanism in conditions of high task uncertainty and interdependence?

- A) Those holding the same values will all work toward the same outcomes while maintaining flexibility in how they are accomplished.
- B) They represent measurable outcomes and specify how to obtain them.
- C) They establish guidelines for behavior and consequences in specific conditions.
- D) Those holding the same values will maintain standard operating procedures.

Answer: <https://biology-forums.com/index.php?topic=704188>

Question 284

Statements of strategic intent are typically longer than mission statements.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703956>

Question 285

Bianca is the marketing manager of a company that develops software. She interacts with key clients to learn about their reactions to new product ideas. What managerial role is Bianca playing here?

- A) She is playing the role of a leader.
- B) She is playing the role of an entrepreneur.
- C) She is playing the role of a liaison.
- D) She is playing the role of a figurehead.

Answer: <https://biology-forums.com/index.php?topic=703762>

Question 286

The _____ allows the group to meet formally, but it does not allow members free discussion.

- A) Delphi technique
- B) multiple advocacy approach
- C) nominal group technique
- D) devil's advocacy approach

Answer: <https://biology-forums.com/index.php?topic=704700>

Question 287

When dealing with group conflict, a manager should try to increase the ratio of relationship to substantive conflict.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704433>

Question 288

Victims of groupthink tend to collectively rationalize and discount warning signs that should lead them to reconsider earlier decisions.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704629>

Question 289

A _____ involves competing with firms across markets by using strengths in one market to overcome weaknesses in another market.

- A) multipoint competition strategy
- B) differentiation strategy
- C) multicultural strategy
- D) global strategy

Answer: <https://biology-forums.com/index.php?topic=704038>

Question 290

The classical model argues that managers will choose the alternative that maximizes the desired outcome.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704622>

Question 291

A JIT system works best for organizations that make customized, one-of-a-kind products or services.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704736>

Question 292

Which of the following is NOT a characteristic of formalization?

- A) clear lines of authority
- B) dual chain of command
- C) unity of command
- D) narrow spans of control

Answer: <https://biology-forums.com/index.php?topic=704190>

Question 293

Cluster 4 countries have the most developed institutional infrastructure, with _____.

- A) low monetary policy and investment restrictions
- B) high regulatory control and low political rights
- C) low regulatory control and low political rights
- D) balanced regulatory control and political rights

Answer: <https://biology-forums.com/index.php?topic=703890>

Question 294

According to expectancy theory, valence, outcome, and performance interact in a multiplicative way to determine _____.

- A) the cost of a particular course of action
- B) the projected results of a particular task
- C) the amount of effort a person will expend on a particular task
- D) the anticipated value of a particular outcome

Answer: <https://biology-forums.com/index.php?topic=704370>

Question 295

Japanese multinational firms tend to operate as _____, announcing decisions from home offices to subsidiaries. European multinational operations tend to operate as _____, pushing decision-making authority to the lowest possible level.

- A) decentralized organizations; centralized organizations
- B) functional organizations; geographic organizations
- C) centralized organizations; decentralized organizations
- D) geographic organizations; functional organizations

Answer: <https://biology-forums.com/index.php?topic=705087>

Question 296

As per legislation, tire companies in Europe have to recycle one used tire for every tire they sell. This means that these companies have to use _____.

- A) statistical process control
- B) reverse supply chain
- C) computer aided manufacturing
- D) ABC analysis

Answer: <https://biology-forums.com/index.php?topic=704805>

Question 297

_____ exists when two or more groups depend on one another for inputs.

- A) Formalized interdependence
- B) Sequential interdependence
- C) Pooled interdependence
- D) Reciprocal interdependence

Answer: <https://biology-forums.com/index.php?topic=704175>

Question 298

Which of the following consequences of groupthink is similar to retrospective decision making?

- A) Group members spend little time considering nonobvious advantages to alternative courses of action.
- B) Groups frequently fail to reexamine their chosen action after new information or events suggest they need a change in course.
- C) Group members show interest in facts that support their preferred alternative and either ignore or disregard facts that fail to support it.
- D) Groups ignore possible roadblocks to their choice and, as a result, fail to develop contingency plans.

Answer: <https://biology-forums.com/index.php?topic=704684>

Question 299

Douglas McGregor is best known for promoting _____ leadership practices in which positive leadership can bring forth greater efforts and levels of achievement from employees.

- A) Theory X
- B) Theory Y
- C) ERG theory
- D) Theory Z

Answer: <https://biology-forums.com/index.php?topic=703719>

Question 300

Sales that do not meet their forecast may mean that production should be increased or the product line should be extended.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704829>

Question 301

A _____ is a set of cognitive attributes that allows an individual to influence individuals, groups, and organizations from diverse sociocultural and institutional environments.

- A) charismatic personality
- B) global mind-set
- C) facile imagination
- D) winning attitude

Answer: <https://biology-forums.com/index.php?topic=703941>

Question 302

Did Mr. Able encourage the sales staff to develop a feeling of ownership toward the goals?

Answer: <https://biology-forums.com/index.php?topic=704145>

Question 303

As task uncertainty and interdependence increase, _____ are a more effective coordination mechanism than _____.

- A) goals; values
- B) rules; goals
- C) goals; rules
- D) rules; values

Answer: <https://biology-forums.com/index.php?topic=704181>

Question 304

Global events have little effect on the goals that managers set, the decisions they make, and how they coordinate and lead the work of other people.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703654>

Question 305

Explain how human resources work as a tactical control system.

Answer: <https://biology-forums.com/index.php?topic=704915>

Question 306

Which of the following is an example of positional power?

- A) coercive power
- B) expert power
- C) situational power
- D) referent power

Answer: <https://biology-forums.com/index.php?topic=704238>

Question 307

A materials requirement planning (MRP) system produces schedules that identify raw materials, parts, and assemblies needed during specified time periods.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704731>

Question 308

A newly established company, The Malt Company, wishes to enter the beer market in Country A by building a new brewery there. Many companies already have breweries in Country A. These companies spend heavily on advertising, which Malt is finding difficult to afford. This is an example of _____.

- A) low costs of switching
- B) substitution
- C) high costs of switching
- D) barriers to entry

Answer: <https://biology-forums.com/index.php?topic=704001>

Question 309

The structure and processes of organizations shape the effectiveness and nature of communication that takes place within and between them.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704526>

Question 310

Structured interviews tend to have lower levels of validity than unstructured interviews.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703657>

Question 311

What could Kevin's boss do to improve the quality of the written messages he sends?

Answer: <https://biology-forums.com/index.php?topic=704620>

Question 312

_____ are achieved when the per-unit allocation of fixed costs and, therefore, the total cost per unit go down as more units are produced.

- A) Utilization increments
- B) Econometrics
- C) Quality installments
- D) Economies of scale

Answer: <https://biology-forums.com/index.php?topic=704784>

Question 313

At Pixel Inc, all promotions, pay raises, and bonuses are based on employees' attainment of their goals and the extent to which they help the organization reach its objectives. Managers are strictly instructed to disregard irrelevant criteria such as the employee's age, gender, race, and so on when allocating rewards. This is indicative of _____.

- A) interactional justice
- B) compensatory justice
- C) procedural justice
- D) distributive justice

Answer: <https://biology-forums.com/index.php?topic=705203>

Question 314

A manager's interpersonal skills include empathy, persuasiveness, and sensitivity.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703684>

Question 315

Multinational firms rarely employ a regional structure.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704156>

Question 316

Which of the following is NOT a characteristic of geographically dispersed multicultural teams?

- A) Coordination between team members is challenging.
- B) Mutual trust is unimportant.
- C) They often lack traditional supervision.
- D) They must work more autonomously.

Answer: <https://biology-forums.com/index.php?topic=703938>

Question 317

Who is a charismatic leader? What are the different traits of charismatic leaders?

Answer: <https://biology-forums.com/index.php?topic=704298>

Question 318

What problems in the communication process were evident in this scenario?

Answer: <https://biology-forums.com/index.php?topic=704614>

Question 319

_____ are individuals who are designated to act as a bridge between different areas, such as quality or manufacturing processes.

- A) Enablers
- B) Gatekeepers
- C) Fact-finders
- D) Liaisons

Answer: <https://biology-forums.com/index.php?topic=705157>

Question 320

The fact that making changes is a costly process puts a premium on not making changes if the costs outweigh the potential benefits.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704932>

Question 321

Employees are unlikely to conform to a corporate code of ethics unless other actions taken by the organization reinforce the code.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703853>

Question 322

Action Shoes is a company that manufactures shoes. It has a lot of competitors in the market. However, it only builds its strength around market segments that the other companies avoid. It can be said that Action Shoes understands the _____ among its competitors.

- A) new entrants
- B) nature of rivalry
- C) substitutes
- D) suppliers

Answer: <https://biology-forums.com/index.php?topic=704000>

Question 323

What determines whether a control is considered operational, tactical, or strategic?

- A) its effect on profitability
- B) its breadth of scope
- C) its industry
- D) its implementation schedule

Answer: <https://biology-forums.com/index.php?topic=704865>

Question 324

A product structure reduces the duplication of the firm's functional resources.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704155>

Question 325

Which of the following statements is true regarding tactical plans?

- A) They are broader in scope than strategic plans.
- B) They have longer time frames than strategic and operational plans.
- C) They typically affect a single business within an organization and its product lines.
- D) They translate strategic plans into specific goals that apply to the entire organization.

Answer: <https://biology-forums.com/index.php?topic=704080>

Question 326

In which of the following cases is a firm most likely to have intangible critical assets?

- A) BLT is a fast food chain on the East Coast. The company recently automated most of its processes in order to increase customer convenience.
- B) Orangetree Inc. has a number of hotels across the country. The company's success depends on increasing customer satisfaction by perfecting employees' customer service techniques.
- C) JEG Inc. manufactures automobile parts for a number of car manufacturers and the major portion of its investment is in machinery and equipment.
- D) N&S Corp. is a transport and shipping company with a presence throughout the U.S. and its fleet of trucks contributes significantly to its output.

Answer: <https://biology-forums.com/index.php?topic=703692>

Question 327

A firm can limit its strategic scope by focusing on a specific customer segment.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703971>

Question 328

Social perceptiveness is the most important component of emotional intelligence.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704217>

Question 329

Selective perception involves the tendency to oversimplify and generalize about groups of people.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704531>

Question 330

Jessica, a team leader at Hifenac Corp., has portrayed her managerial skills by successfully motivating each of her team members to perform exceedingly well. The exceptional performance of her team prompts the management to increase her team size and assign her new projects. Soon, however, management observes that this additional responsibility adversely affects Jessica's performance and the productivity of the new team is not as impressive. Which of the following is most similar to the scenario discussed above?

- A) Laura convinces her management to hire more people for her team so that they can reduce their project turnaround time.
- B) Declining productivity at one of its plants caused the Sigma Group to hire Dan Wilkinson as the new production manager on account of his excellent performance record. Dan is, however, unable to improve the plant's performance.
- C) A sales manager with a good past sales record is assigned a larger sales territory. However, he fails to deliver as expected.
- D) Workers at a brewery are subjected to loss of pay for uninformed absence. This eventually reduces absenteeism and improves production.

Answer: <https://biology-forums.com/index.php?topic=704387>

Question 331

Identify a challenge of formulating strategic controls.

Answer: <https://biology-forums.com/index.php?topic=704913>

Question 332

The development of new technologies has _____.

- A) reduced the time-horizon of strategic planning
- B) reduced the importance of skilled labor
- C) restricted the flow of information
- D) increased the speed of change implementation

Answer: <https://biology-forums.com/index.php?topic=703701>

Question 333

Write a short note on social loafing.

Answer: <https://biology-forums.com/index.php?topic=704506>

Question 334

Japanese companies accomplish much of their decision making, communication, and control through informal, face-to-face meetings between people who do not have formal reporting relationships. This process is referred to as _____.

- A) tsubukan
- B) nemawasi
- C) inhwa
- D) guanxi

Answer: <https://biology-forums.com/index.php?topic=705093>

Question 335

_____ conflict focuses on differences in ideas about the nature of issues facing a group and the group's objectives.

- A) Relationship
- B) Process
- C) Task
- D) Affective

Answer: <https://biology-forums.com/index.php?topic=704495>

Question 336

The appropriateness of a tall or flat organization is affected more by the internal environment than the external environment.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704152>

Question 337

The most common way of entering international markets is via strategic alliances.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703871>

Question 338

Managing change becomes difficult for managers because employees tend to resist change.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703649>

Question 339

_____ refers to the overall difference between two cultures' basic characteristics, such as their language, level of economic development, and entrenched traditions and customs.

- A) Cultural distance
- B) Cultural dissonance
- C) Cultural determinism
- D) Cultural diffusion

Answer: <https://biology-forums.com/index.php?topic=704599>

Question 340

Victims of groupthink often appoint themselves as mindguards to _____.

- A) reassure themselves about obvious dangers, become overly optimistic, and be willing to take extraordinary risks
- B) minimize the seriousness of the doubts members raise and put tremendous pressure on them to agree to the group's consensus
- C) stereotype leaders of opposition groups in harsh terms and refuse to listen to their opinions or negotiate with them
- D) protect the leader and other members of the group from adverse information that could cause conflict over the correctness of a course of action

Answer: <https://biology-forums.com/index.php?topic=704683>

Question 341

A team was set up by a group of Asian, Australian, and North American universities in order to allow students to transfer easily between each institution. However, the team achieved little, with the members from different nations accusing each other of being bullying, insensitive, and unprofessional. Which one of the following terms characterizes this multinational group?

- A) destroyers
- B) equalizers
- C) creators
- D) seekers

Answer: <https://biology-forums.com/index.php?topic=704489>

Question 342

Which of the following best defines "transformational changes"?

- A) long-term changes in technology and staff
- B) particularly complex and comprehensive changes
- C) changes in shared values and strategy
- D) dynamic changes in systems and structure

Answer: <https://biology-forums.com/index.php?topic=704952>

Question 343

_____ occurs when several groups, that are largely independent in their functions, collectively contribute to a common output.

- A) Reciprocal interdependence
- B) Cognitive interdependence
- C) Pooled interdependence
- D) Sequential interdependence

Answer: <https://biology-forums.com/index.php?topic=704174>

Question 344

According to Maslow's hierarchy of needs, which of the following needs includes the need for the basic essentials of life, such as water, food, and shelter?

- A) safety needs
- B) social needs
- C) physiological needs

D) psychological needs

Answer: <https://biology-forums.com/index.php?topic=704343>

Question 345

Changing the structural makeup of organizations is sometimes one of the least valuable tools managers have to create other desired changes.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704928>

Question 346

At the functional level of an organization, a manager would attempt to address the issue of:

- A) assessing a competitor's strengths and weaknesses.
- B) identifying the business' direct competitors.
- C) determining the advantages over competitors.
- D) evaluating the unit's strengths and weaknesses.

Answer: <https://biology-forums.com/index.php?topic=704091>

Question 347

Altering the composition of an existing job is an organizational change made at the intermediate level.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704930>

Question 348

Conducting a dialectical inquiry can be a particularly good way to overcome groupthink and escalation-of-commitment pitfalls.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704635>

Question 349

The concept of _____ is the ability of a firm to provide value to customers that exceeds what competitors can provide.

- A) distinctive competence
- B) core competence
- C) strategic management
- D) competitive advantage

Answer: <https://biology-forums.com/index.php?topic=703974>

Question 350

The _____ approach to ethical decision making focuses on the equity of processes and outcomes.

- A) utilitarian
- B) universal
- C) justice
- D) moral rights

Answer: <https://biology-forums.com/index.php?topic=705199>

Question 351

Acting as a figurehead involves _____.

- A) extensive information seeking
- B) contacts with persons outside the formal chain of command
- C) attending or participating in ceremonial activities
- D) influencing or directing others

Answer: <https://biology-forums.com/index.php?topic=703747>

Question 352

In an organization using a region-country focus, the primary authority to determine competitive strategy rests with the _____.

- A) corporate stockholders
- B) management of the international subsidiary
- C) corporate board of directors
- D) home office management team

Answer: <https://biology-forums.com/index.php?topic=703927>

Question 353

_____ activities are designed to inform potential customers about the products and services the firm has available and entice them to purchase them.

- A) Service
- B) Operation
- C) Procurement
- D) Marketing and sales

Answer: <https://biology-forums.com/index.php?topic=704011>

Question 354

Decisional roles are relatively unimportant in managerial responsibilities.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703678>

Question 355

A _____ is one that has multiple layers with significant vertical differentiation.

- A) flat organization structure
- B) decentralized organization structure
- C) simple organization structure
- D) tall organization structure

Answer: <https://biology-forums.com/index.php?topic=705077>

Question 356

Which of the following is an example of upward communication within an organization?

- A) a team leader addressing a team meeting
- B) an HR manager reporting the results of the recruitment process to her boss
- C) the marketing department requesting the IT team's help with a software problem
- D) a manager's message to employees indicating the schedule of the next meeting

Answer: <https://biology-forums.com/index.php?topic=704566>

Question 357

The key to successful strategy implementation is having an internal organization that is consistent with and supportive of the strategy.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703973>

Question 358

One way to determine that a goal is specific enough is by checking whether its achievement can be measured.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704072>

Question 359

Describe the process of benchmarking.

Answer: <https://biology-forums.com/index.php?topic=704136>

Question 360

Social loafing in work groups _____.

- A) increases when individual contributions are easy to identify
- B) decreases as the size of the group increases
- C) increases as the size of the group decreases
- D) decreases when individual contributions are easy to identify

Answer: <https://biology-forums.com/index.php?topic=704462>

Question 361

A self-managing work group is also known as a(n) _____.

- A) virtual work group
- B) global work group
- C) supervisory work group
- D) autonomous work group

Answer: <https://biology-forums.com/index.php?topic=704484>

Question 362

Senior executives at NEC were unwilling to listen to younger scientists who said that LCD technology would appeal to customers who wanted computer monitors with high resolution and a smaller desktop footprint. According to Lewin's theory of change, this scenario depicts problems at the _____ of the change process.

- A) unfreezing stage
- B) engagement stage
- C) movement stage
- D) refreezing stage

Answer: <https://biology-forums.com/index.php?topic=704964>

Question 363

Which of the following is true of a successful process redesign effort?

- A) It creates low resistance.
- B) It has a low chaos factor.
- C) It gives good results with little effort.
- D) It can shorten cycle times.

Answer: <https://biology-forums.com/index.php?topic=705033>

Question 364

Within the context of the job characteristics model, the event manager, handling all the plans for the annual executive retreat and attending the retreat and receiving information on its success from the participants, is an example of _____.

- A) autonomy
- B) skill variety
- C) task identity
- D) task significance

Answer: <https://biology-forums.com/index.php?topic=704362>

Question 365

The three general types of global teams are _____.

- A) destroyers, warriors, and seekers
- B) destroyers, equalizers, and creators
- C) destroyers, equalizers, and warriors
- D) destroyers, preservers, and creators

Answer: <https://biology-forums.com/index.php?topic=704487>

Question 366

The term manager refers to anyone who _____.

- A) owns shares in the company
- B) is a member of an organization
- C) plans, controls, and evaluates
- D) is not a member of a labor union

Answer: <https://biology-forums.com/index.php?topic=703696>

Question 367

The planning activities of functional managers are focused on how they can support the business and corporate plans.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704061>

Question 368

Characteristics of the individual is considered an _____.

- A) internal or push force that focuses on what the person does in the work setting
- B) external or pull force that focuses on what happens to the individual
- C) external or pull force that focuses on what happens outside the work setting

D) internal or push force that focuses on what the employee brings to the work setting

Answer: <https://biology-forums.com/index.php?topic=704332>

Question 369

A _____ is often called a "Greenfield venture."

- A) cross-border acquisition
- B) wholly-owned subsidiary
- C) licensing arrangement
- D) strategic alliance

Answer: <https://biology-forums.com/index.php?topic=703922>

Question 370

The Foreign Corrupt Practices Act was passed in 1977 in order to prevent foreign government officials from making payments to U.S. firms.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703856>

Question 371

Which of the following is not a part of the evaluation process of change outcomes?

- A) altering the approaches to the change
- B) data collection
- C) communicating results to those affected by it
- D) comparison of collected data against goals

Answer: <https://biology-forums.com/index.php?topic=705016>

Question 372

Most organizations should operate at maximum capacity at all times.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704730>

Question 373

A(n) _____ is a small group involved in intense discussions of the positive and negative features of products or services.

- A) advocacy group
- B) pressure group
- C) focus group
- D) interest group

Answer: <https://biology-forums.com/index.php?topic=705045>

Question 374

_____ involve having specialized knowledge about procedures, processes, and equipment.

- A) Interpersonal skills
- B) Technical skills
- C) Verbal skills
- D) Conceptual skills

Answer: <https://biology-forums.com/index.php?topic=703814>

Question 375

A manager asks one of his subordinates to carry out a request out of friendship. This influence tactic is best referred to as collaboration.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704211>

Question 376

An organization cannot run without formulating and implementing a budget.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704824>

Question 377

JEG is opening a new manufacturing plant and has approached an employment agency to begin the recruitment process for shop floor workers. The HR manager objects to this, saying that the company should conduct its own recruitment. Which of the following is a disadvantage of using an employment agency to generate job candidates?

- A) Executive search firms are more efficient at generating candidates for lower-level jobs.
- B) The services of employment agencies are not cost-effective for low-level and low-paying jobs.
- C) They are less effective when the firm is looking for a different type of employee than it currently has.
- D) They generate responses from unqualified applicants who need to receive explanations about why they did not get the job.

Answer: <https://biology-forums.com/index.php?topic=703712>

Question 378

What is perceptual distortion? Explain it with an example.

Answer: <https://biology-forums.com/index.php?topic=704708>

Question 379

Control can be thought of as a causal variable because _____.

- A) the results of control efforts dictate the structures of all other organizations within an industry.
- B) the results of control efforts cannot be negative or harmful for any organization
- C) the results of control efforts are in no way related to planning and organizing.
- D) the results of control efforts can inform and improve the planning process of the organization

Answer: <https://biology-forums.com/index.php?topic=704846>

Question 380

Selection, training, compensation, and appraisal and evaluation are all opportunities for control in the human resource function.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704838>

Question 381

Could the philosophy of Total Quality Management (TQM) be applied in this scenario?

Answer: <https://biology-forums.com/index.php?topic=704810>

Question 382

What are interpersonal roles?

Answer: <https://biology-forums.com/index.php?topic=703830>

Question 383

Groupthink can be prevented by appointing a member to serve as the _____, a person whose role is to challenge the majority position.

- A) dialectical inquiry
- B) scrivener
- C) public defender
- D) devil's advocate

Answer: <https://biology-forums.com/index.php?topic=704685>

Question 384

_____ is a theory that emphasizes the role of conscious aim and intentions in directing human actions.

- A) Social cognitive theory
- B) Goal-setting theory
- C) Expectancy theory
- D) Equity theory

Answer: <https://biology-forums.com/index.php?topic=704379>

Question 385

Which of the following is a feature of active listening?

- A) Listeners should focus on being understood first, before seeking to understand.
- B) Listeners should focus on the message rather than style of delivery.
- C) Listeners should focus on the style of the delivery rather than the content of the message.
- D) Listeners should avoid eye contact with speakers as it distracts them from the content of their communication.

Answer: <https://biology-forums.com/index.php?topic=704601>

Question 386

A firm's value chain consists of _____.

- A) regional and global activities
- B) primary and secondary activities
- C) observable and surreptitious activities
- D) primary and support activities

Answer: <https://biology-forums.com/index.php?topic=704002>

Question 387

Which of the following is an example of a teambuilding activity?

- A) agenda setting
- B) behavior modeling
- C) diagnostic meetings
- D) coaching and counseling

Answer: <https://biology-forums.com/index.php?topic=705025>

Question 388

According to equity theory, how might the line workers at Marx Inc. benefit overall?

Answer: <https://biology-forums.com/index.php?topic=704413>

Question 389

Along which parameter are media classified based on their capacity to facilitate shared meaning?

- A) cost of communication
- B) media richness
- C) content of the communication
- D) communication technology

Answer: <https://biology-forums.com/index.php?topic=704549>

Question 390

_____ is the extent to which various parts of organizations cooperate and interact.

- A) Integration
- B) Decentralization
- C) Differentiation
- D) Formalization

Answer: <https://biology-forums.com/index.php?topic=704173>

Question 391

The organizational development approach to change has a strong behavioral and people orientation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704941>

Question 392

A major disadvantage of a matrix structure is that _____.

- A) it does not make optimum use of a firm's human resources
- B) it often makes performance evaluations more complex
- C) it reduces the quality of decision making
- D) it limits the flow of information throughout the organization

Answer: <https://biology-forums.com/index.php?topic=705127>

Question 393

The "critical path" through a network of activities represents the shortest time path for the project.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704739>

Question 394

Lotus Cars uses a manufacturing process in which individual steps in the assembly of the product are carried out by workers or machines as the product is moved along. Which manufacturing process is Lotus Cars using?

- A) assembly-line processes
- B) continuous flow production
- C) small batch processes
- D) job shops

Answer: <https://biology-forums.com/index.php?topic=704796>

Question 395

A narrow span of control is advisable when _____.

- A) employees are empowered
- B) job are complicated and require managerial input
- C) employees perform similar jobs
- D) employees are highly skilled and knowledgeable

Answer: <https://biology-forums.com/index.php?topic=705081>

Question 396

Which of the following is the best example of selective perception acting as a barrier to interpersonal communication?

- A) An employee agrees with his boss' suggestions even though he believes his boss is wrong.
- B) An employee misinterprets a colleague's sincere compliment as mockery.
- C) A customer focuses only on the product's price and ignores the salesperson's advice on quality.
- D) A subordinate employee does not make eye contact with his manager when speaking to him.

Answer: <https://biology-forums.com/index.php?topic=704590>

Question 397

Gantt charts are mathematical representations of projects.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704737>

Question 398

What is "budget momentum"?

- A) allocation of money to a unit in the future because that unit is expected to grow in the future
- B) allocation of money to a unit in the future because the unit had been allocated money in the past
- C) allocation of money to a unit in the future to mirror the current performance of that unit
- D) allocation of money to a unit in the future based on the forecasted performance of that unit

Answer: <https://biology-forums.com/index.php?topic=704119>

Question 399

Which of the following leader attributes is viewed as positive in some cultures and as negative in some others?

- A) honesty
- B) cautious
- C) communicative
- D) decisive

Answer: <https://biology-forums.com/index.php?topic=704230>

Question 400

What is the relationship between change and management?

Answer: <https://biology-forums.com/index.php?topic=703822>

Question 401

As a demographic pattern, the aging of populations in the United States and Japan exemplifies a(n) _____.

- A) slow-moving external force of change
- B) transitional external force of change
- C) volatile external force of change
- D) inconsequential external force of change

Answer: <https://biology-forums.com/index.php?topic=704949>

Question 402

What are the key planning issues that managers at the corporate level focus on?

Answer: <https://biology-forums.com/index.php?topic=704134>

Question 403

The _____ specifies the number of employees reporting to a given supervisor.

- A) line of authority
- B) unity of command
- C) span of control
- D) organizational chart

Answer: <https://biology-forums.com/index.php?topic=704191>

Question 404

What sort of interdependence exists when two or more groups within a company depend upon one another for inputs?

- A) intermittent
- B) sequential
- C) pooled
- D) reciprocal

Answer: <https://biology-forums.com/index.php?topic=704182>

Question 405

In a _____, automation of a production line is achieved by controlling and guiding all machinery with computers.

- A) flexible manufacturing system (FMS)
- B) manufacturing monitoring system (MMS)
- C) manufacturing integration system (MIS)
- D) continuous process system (CPS)

Answer: <https://biology-forums.com/index.php?topic=704797>

Question 406

Implementing plans is an important stage in the planning process because _____.

- A) this phase overlaps with the analysis of the firm's external environment
- B) the of the plan's implementation can affect the results achieved
- C) the objectives to be achieved are determined during this phase
- D) the prioritization of objectives is undertaken during this stage

Answer: <https://biology-forums.com/index.php?topic=704107>

Question 407

Which of the following accurately depicts the sequence of the stages of group development?

- A) storming, norming, forming, and performing
- B) forming, norming, storming, and performing
- C) forming, storming, norming, and performing
- D) storming, forming, norming, and performing

Answer: <https://biology-forums.com/index.php?topic=704453>

Question 408

_____ occurs when the outputs of one group become the inputs of another group.

- A) Sequential interdependence
- B) Reciprocal interdependence
- C) Pooled interdependence
- D) Cross-functional interdependence

Answer: <https://biology-forums.com/index.php?topic=704185>

Question 409

In "cafeteria-style" benefit plans, employees have a set number of "benefit dollars" that they can use to purchase specific benefits that fit their particular needs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703677>

Question 410

Managers pursuing a _____ seek to make their product or service different from those of competitors on dimensions valued by customers.

- A) global strategy
- B) multipoint competition strategy
- C) differentiation strategy
- D) cost leadership strategy

Answer: <https://biology-forums.com/index.php?topic=704031>

Question 411

How does the concept of quality apply to this scenario?

Answer: <https://biology-forums.com/index.php?topic=704809>

Question 412

In an industrial company, such as a manufacturer of automobiles, employees are its primary assets.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703962>

Question 413

From a manager's perspective, in-group influence _____ when the in-group's norms oppose organizational norms.

- A) decreases motivation
- B) neutralizes motivation
- C) increases motivation
- D) eliminates motivation

Answer: <https://biology-forums.com/index.php?topic=704395>

Question 414

Immediately upon being promoted to store manager in a bookstore, Rachel receives details of her new compensation package: her salary is tied to store profit, and she must customize her benefit plan. This manager's pay structure is a form of _____, and her benefit plan is _____.

- A) piece-rate compensation; cafeteria-style
- B) at-risk compensation; cafeteria-style
- C) variable compensation; traditional
- D) at-risk compensation; traditional

Answer: <https://biology-forums.com/index.php?topic=703798>

Question 415

A _____ is an interrelated set of activities that can deliver competitive advantage not only in the short term but also in the long term.

- A) strategic vision
- B) core competence
- C) corporate strategy
- D) competitive advantage

Answer: <https://biology-forums.com/index.php?topic=704016>

Question 416

Strategic plans often have longer time frames and are broader in scope than tactical plans.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704057>

Question 417

A mining company supplies materials such as sand, gravel, and lime to the local building trade. It has few export sales. What is the most likely structure that this firm will use to manage international sales?

- A) an international division
- B) a geographic structure
- C) global product divisions
- D) a matrix structure

Answer: <https://biology-forums.com/index.php?topic=705149>

Question 418

A Gantt chart tells us when actions should be started without showing how long actions are expected to take for completion.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704067>

Question 419

When managers predict a turbulent external environment, they should establish centralized strategic control systems to anchor the firm.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704831>

Question 420

A manager tells his sales staff that he wants sales to increase by 18 percent during this year. Even though they are skeptical about whether this goal can be reached, most of them agree to it. However, they were unable to meet the target at the end of the year. Which of the following would best explain the failure to meet this goal?

- A) If employees are only superficially committed to the goal, it will probably not be achieved.
- B) If employees are skeptical that a goal can be reached, it is because they do not know how their performance will be measured.
- C) If a goal is too specific, employees will be demotivated by the impersonal nature of the goal.
- D) If employees do not believe it is possible to achieve a goal, it is probably because the goal is too vague.

Answer: <https://biology-forums.com/index.php?topic=704124>

Question 421

Strategic plans translate tactical plans into specific goals and actions for small units of the organization and focus on the near term.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704058>

Question 422

When a manager is frequently called upon to represent the views of the unit for which he or she is responsible, he/she is said to be fulfilling the _____ role.

- A) spokesperson
- B) entrepreneurial
- C) negotiator
- D) monitor

Answer: <https://biology-forums.com/index.php?topic=703776>

Question 423

Which of the following changes is common at the intermediate level of an organization?

- A) forming new project groups
- B) altering job compositions
- C) consolidating major divisions
- D) dividing departments

Answer: <https://biology-forums.com/index.php?topic=704959>

Question 424

A(n) _____ has no formally appointed supervisor but the members coordinate their organizational work as if they all reported to the same formally appointed supervisor.

- A) informal work group
- B) cross-functional work group
- C) self-managing work group
- D) command work group

Answer: <https://biology-forums.com/index.php?topic=704483>

Question 425

The TQM concept of "quality at the source" involves _____.

- A) capacity planning and operational protraction
- B) cost controls and statistical analysis
- C) computer-aided design and work standardization
- D) quantitative techniques and employee empowerment

Answer: <https://biology-forums.com/index.php?topic=704748>

Question 426

In the cut-flower industry, fresh flowers must be available to customers as soon as possible after they have been harvested. On which of the following activities in the value chain does this place a premium?

- A) outbound logistics
- B) service
- C) procurement
- D) operations

Answer: <https://biology-forums.com/index.php?topic=704010>

Question 427

Write a short note on strategic plans.

Answer: <https://biology-forums.com/index.php?topic=704132>

Question 428

A major driver of organizational change is the external environment in which the organization exists.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704922>

Question 429

A bank organizes itself around the basic services it provides: personal banking, corporate and business banking, and rural banking. Each service group has its own finance, marketing, operations, and human resource management departments. The bank is using a _____.

- A) matrix structure
- B) division structure
- C) functional structure
- D) product structure

Answer: <https://biology-forums.com/index.php?topic=705097>

Question 430

Orange County Choppers (OCC) is a production motorcycle manufacturer based in Orange County. Orange County Choppers has garnered worldwide praise and recognition for their custom motorcycles. Which of the following production processes do they use?

- A) small batch
- B) assembly line
- C) job shop
- D) continuous flow

Answer: <https://biology-forums.com/index.php?topic=704787>

Question 431

Critique the communication media utilized in this scenario.

Answer: <https://biology-forums.com/index.php?topic=704617>

Question 432

In a global context, _____ include the rules, policies, and enforcement processes that influence the behavior of individuals and organizations within a country.

- A) sociocultural forces
- B) physical forces
- C) technological forces
- D) institutional forces

Answer: <https://biology-forums.com/index.php?topic=703996>

Question 433

Which of the following is a dimension of the country's physical infrastructure?

- A) number of airports
- B) political stability
- C) welfare of the citizens
- D) production of raw materials

Answer: <https://biology-forums.com/index.php?topic=703887>

Question 434

Which of the following statements is consistent with the path-goal theory of leadership?

- A) Directive leadership behaviors are counterproductive and should be avoided.
- B) Leaders' job is to increase subordinates' satisfaction and effort.
- C) Supportive leadership style is suitable if subordinates are inexperienced.
- D) Leaders' styles cannot be changed and the situation has to be changed to fit the leader.

Answer: <https://biology-forums.com/index.php?topic=704285>

Question 435

The basic model of communication is fundamental and universal; therefore, it exists outside of cultural, organizational, and personal contexts.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704521>

Question 436

Scholarly research has defined _____ as the degree of general importance that working has in the life of an individual at a point in time.

- A) positive reinforcement
- B) expectancy
- C) self-efficacy
- D) work centrality

Answer: <https://biology-forums.com/index.php?topic=704396>

Question 437

In the context of the characteristics determining the quality of information indispensable for effective control, identify the correct statement.

- A) For effective control, information must arrive on time to those who can take action and make any required changes.
- B) All data collected for control purposes are equally useful in managerial operations and decisions.
- C) Control actions can be based on inaccurate information when valid information is difficult to collect.
- D) Effective control systems find accurate data useful even if they arrive very late.

Answer: <https://biology-forums.com/index.php?topic=704905>

Question 438

Effective managers _____.

- A) prefer working alone rather than with groups or other individuals
- B) accept existing resource limits and levels of employee motivation
- C) use resources to maximize the achievement of the organization's goals
- D) let subordinates evaluate people's skills before selecting the best candidate

Answer: <https://biology-forums.com/index.php?topic=703706>

Question 439

_____ focuses on core job attributes, critical psychological states, and expected outcomes.

- A) The equity model
- B) The two-factor model
- C) The expectancy model
- D) The job characteristics model

Answer: <https://biology-forums.com/index.php?topic=704352>

Question 440

Firms with high foreign sales and highly diverse product lines frequently use a matrix structure.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704161>

Question 441

A relatively transitory characteristic of a person is referred to as a trait.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704213>

Question 442

_____ are mostly charged with determining an organization's strategy.

- A) Shareholders
- B) Top level managers
- C) Lower level managers
- D) Human resource personnel

Answer: <https://biology-forums.com/index.php?topic=704954>

Question 443

What is organizational leadership? How can leadership be effective?

Answer: <https://biology-forums.com/index.php?topic=704292>

Question 444

Groups that fall prey to groupthink have a(n) _____, where they ignore the obvious ethical consequences of their decisions.

- A) illusion of invulnerability
- B) illusion of morality
- C) illusion of unanimity
- D) self-censorship

Answer: <https://biology-forums.com/index.php?topic=704679>

Question 445

Process technological changes are those that lead to completely new products as well as new features and capabilities for existing products.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703961>

Question 446

A pizzeria in Milford always delivers its orders within 15 minutes. The other pizzerias have failed in their efforts to do so. This is an example of a comparative advantage.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703954>

Question 447

According to Rosemary Stewart, _____ involve(s) activities or duties that must be accomplished and standards or levels of minimum performance that must be met.

- A) demands
- B) constraints
- C) choices
- D) planning

Answer: <https://biology-forums.com/index.php?topic=703795>

Question 448

Liam is a college major from the University of Long Beach, California. He is forced to take a sabbatical from studies due to personal reasons and writes a detailed letter to his professor explaining the circumstances of his decision to discontinue the course. The medium of this communication between Liam and his professor is considered to be lean because _____.

- A) Liam cannot receive a response from his professor immediately
- B) Liam offers well-explained reasons for his decision to discontinue the course
- C) a letter is a relatively more expensive mode of communication than e-mail
- D) the nature of the content of the communication is highly personal

Answer: <https://biology-forums.com/index.php?topic=704555>

Question 449

Which of the following is NOT a feature of tactical plans?

- A) high complexity and broad scope
- B) specificity
- C) shorter time frames
- D) focus on a single business within an organization

Answer: <https://biology-forums.com/index.php?topic=704078>

Question 450

Which of the following best describes a situation where there is a high potential for substitutes?

- A) the superior after-sales service offered by Toyota to customers of its Lexus brand of automobiles
- B) Windows software is used by a wide variety of customers, from household users to giant industries.
- C) Consumers can choose between soda, water, iced tea and many other options to quench their thirst.
- D) the unique and highly valued flavor, including the taste and texture, of Godiva chocolates

Answer: <https://biology-forums.com/index.php?topic=703982>

Question 451

By forming a strategic alliance, two firms agree to share resources to accomplish a mutually desirable goal.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703872>

Question 452

Power obtained due to _____ is an example of positional power.

- A) possessing specialized knowledge
- B) referencing from others
- C) the acceptance among subordinates
- D) the right to administer punishments

Answer: <https://biology-forums.com/index.php?topic=704242>

Question 453

When readily quantifiable criteria do not exist, it becomes extremely important to obtain as much consensus as possible about the way in which performance is to be assessed.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704826>

Question 454

The manager of a steel manufacturing company is using _____ when he stops raising output quotas each time workers exceed them.

- A) extinction
- B) positive reinforcement
- C) negative reinforcement
- D) omission training

Answer: <https://biology-forums.com/index.php?topic=704391>

Question 455

Which of the following issues is unlikely to be addressed by a corporate-level executive?

- A) the advantages held over the business' competitors
- B) the industries that the organization should get into or out of
- C) the resources to be allocated to each of the businesses
- D) the businesses in which the organization should invest money

Answer: <https://biology-forums.com/index.php?topic=704086>

Question 456

What strategic plans are evident in this scenario?

Answer: <https://biology-forums.com/index.php?topic=704137>

Question 457

Typically, the _____ would be the most useful tools for scheduling, monitoring, and controlling the timing of a bridge construction.

- A) ABC/EOQ models
- B) TQM and CPI programs
- C) CAD/CAE approaches
- D) PERT/CPM techniques

Answer: <https://biology-forums.com/index.php?topic=704774>

Question 458

How can managers use expectancy theory to influence the motivation of employees?

Answer: <https://biology-forums.com/index.php?topic=704405>

Question 459

_____ involves the identification, analysis, and comparison of the best practices of competitors against an organization's own practices.

- A) Facilitation and support
- B) Corporate espionage
- C) Benchmarking
- D) Proactive recognition

Answer: <https://biology-forums.com/index.php?topic=705047>

Question 460

A manager who shows trust and confidence in subordinates is displaying _____ behavior.

- A) maintaining structure
- B) initiating structure
- C) consideration
- D) organizational task

Answer: <https://biology-forums.com/index.php?topic=704272>

Question 461

_____ is identifying with and understanding the other person's feelings, situation, and motives.

- A) Ethnocentrism
- B) Selective perception
- C) Empathy
- D) Stereotyping

Answer: <https://biology-forums.com/index.php?topic=704600>

Question 462

A manager is considering three staff members as possible candidates for a new position. One morning she asks each of them, in private, whether they might be interested in the new position. She also asks them not to discuss the new position with anyone. At a function after work, she is approached by several staff members. They ask her about the new position they have heard about "on the grapevine." What important feature of informal communication channels does this scenario illustrate?

- A) They only carry work-related information.
- B) They often transfer inaccurate information.
- C) They often transfer information rapidly.
- D) They tend to follow the organizational hierarchy.

Answer: <https://biology-forums.com/index.php?topic=704579>

Question 463

What are Greenfield ventures?

Answer: <https://biology-forums.com/index.php?topic=703948>

Question 464

As group size increases, process costs decrease.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704424>

Question 465

Culture cannot exist without communication, and human communication only occurs within a cultural context.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704533>

Question 466

Did nonverbal communication impact communication between Kevin and his boss?

Answer: <https://biology-forums.com/index.php?topic=704616>

Question 467

Upon discovering stronger-than-expected sales of its product, a manufacturer of baby food finds that senior citizens who wear dentures are buying the meals meant for toddlers. Consequently, the firm targets a new line of packaged meals to senior citizens. This case suggests managers should always _____.

- A) design each product for maximum adjustability
- B) investigate positive differences between performance and standards
- C) collapse similar, small market segments into one larger segment
- D) market every product to multiple customer segments

Answer: <https://biology-forums.com/index.php?topic=704859>

Question 468

Which of the following is true regarding norms?

- A) An individual's actions are more predictable in the absence of norms.
- B) Norms provide members with cues about how to behave.
- C) Norms tend to increase ambiguity for the members of a group.
- D) All norms apply equally to all members of a group.

Answer: <https://biology-forums.com/index.php?topic=704475>

Question 469

_____ involves rethinking and radically redesigning business processes to achieve dramatic improvements in performance, such as cost, quality, service, or speed.

- A) Cross-training
- B) Restructuring
- C) Reengineering
- D) Job rotation

Answer: <https://biology-forums.com/index.php?topic=703773>

Question 470

In countries and cultures with strong collectivist tendencies, the individual is likely to be influenced by the "in-group"; that is, the group to which he or she belongs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704325>

Question 471

Differentiate between programmed and nonprogrammed decisions.

Answer: <https://biology-forums.com/index.php?topic=704709>

Question 472

Research indicates that the efficiencies of managing through centralized control may be _____ when the operating environments of divisions in multidivisional organizations are relatively _____.

- A) static; turbulent and unpredictable
- B) static; stable and predictable
- C) greater; stable and predictable
- D) greater; turbulent and unpredictable

Answer: <https://biology-forums.com/index.php?topic=704869>

Question 473

In the context of an organization, identify the correct statement from the following.

- A) Union is synonymous with collective bargaining units.
- B) The term member refers to all employees of the organization.
- C) All members are, by definition, parts of collective bargaining units.
- D) All those who are not involved in specific managerial activities must be members of the union.

Answer: <https://biology-forums.com/index.php?topic=703693>

Question 474

Vroom's expectancy theory focuses on the thought processes people use when they consider alternatives, particularly alternative courses of action.

- A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=704315>

Question 475

_____ translates long-term plans into actions designed to achieve specific and shorter-term goals and objectives.

- A) Strategic planning
- B) Transactional planning
- C) Operational planning
- D) Tactical planning

Answer: <https://biology-forums.com/index.php?topic=703723>

Question 476

Which of the following is true of a command group?

- A) It is relatively enduring and group membership changes relatively slowly.
- B) Membership is voluntary and not initiated by the organization.
- C) It is put together for a definite, limited period of time.
- D) It is ad hoc in nature and members report to different supervisors.

Answer: <https://biology-forums.com/index.php?topic=704439>

Question 477

Countries emphasizing masculine traits value _____.

- A) activities that encourage forgiveness
- B) activities that enhance quality of life
- C) activities that show caring for others
- D) activities that lead to success

Answer: <https://biology-forums.com/index.php?topic=703908>

Question 478

Which of the following is an example of a programmed decision?

- A) coming up with the best way to communicate with the target market
- B) creating rules and procedures to maintain a safe work environment
- C) improving sales in an area that has until recently seen a dip in sales
- D) analyzing the feasibility of starting a new subsidiary in a different country

Answer: <https://biology-forums.com/index.php?topic=704671>

Question 479

Within the context of force field analysis, _____ is a driving force of change.

- A) costs of updating old equipment
- B) new technology
- C) employee groups opposed to change
- D) norms that punish risk taking

Answer: <https://biology-forums.com/index.php?topic=705010>

Question 480

_____ is a disciplined, data-driven approach for eliminating defects and enhancing quality, with an orientation toward the impact such improvements will have on the customer.

- A) PERT analysis
- B) Six Sigma
- C) CAD/CAM
- D) ABC analysis

Answer: <https://biology-forums.com/index.php?topic=704754>

Question 481

Which of the following is an example of a command group?

- A) Ed is a supervisor for a brick-laying team at a construction site.
- B) Starcraft Services is shifting to a new office and asks for volunteers to conceptualize and design the place.
- C) Bree and her friends from various departments get together to plan a movie night once a month.
- D) Stan is on the safety committee at D&R.

Answer: <https://biology-forums.com/index.php?topic=704438>

Question 482

Describe the types of interdependence that exist among organizational units.

Answer: <https://biology-forums.com/index.php?topic=705165>

Question 483

Beth has just briefed her group of nine about their roles and responsibilities, but she notices that the members are not yet very comfortable exchanging information with each other. She also observes that the members frequently end up arguing with each other because each has a different idea of how the group should function. Beth's group is in the _____ stage of group development.

- A) forming
- B) storming
- C) norming
- D) performing

Answer: <https://biology-forums.com/index.php?topic=704457>

Question 484

In the process of strategic management, the _____ strategy determines what business or businesses the firm wishes to operate.

- A) corporate-level
- B) business-level
- C) unit-level
- D) functional

Answer: <https://biology-forums.com/index.php?topic=704024>

Question 485

A job specification describes the skills, experience, and education that a candidate should have to perform the job.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703653>

Question 486

Developing tactical plans is typically the responsibility of _____.

- A) operational-level managers
- B) corporate-level managers
- C) business-level managers
- D) functional-level managers

Answer: <https://biology-forums.com/index.php?topic=704094>

Question 487

For more than 200 years, Encyclopedia Britannica was believed to be the most authoritative encyclopedia in the world. However, sales began to plummet when Microsoft started bundling Encarta with its software products. Britannica offered digital versions of its encyclopedia, but priced them high to encourage consumers to purchase its nicely bound volumes. The plan failed. Sales have continued to spiral downward after Wikipedia, a free online encyclopedia, gained popularity. Which of the following statements sums up this scenario most clearly?

- A) Managers being slow to respond to technological changes can result in loss of business.
- B) Technology has positively influenced the publishing industry.
- C) Information posted on the Internet is more reliable than hardcopy information.
- D) Products with strong brand-name recognition can withstand external threats.

Answer: <https://biology-forums.com/index.php?topic=704948>

Question 488

Which of the following is the most effective way to bring about a change?

- A) adding more force for change
- B) reducing the resistance forces
- C) providing more information
- D) increasing the driving forces

Answer: <https://biology-forums.com/index.php?topic=704982>

Question 489

What is a cafeteria-style benefit plan?

Answer: <https://biology-forums.com/index.php?topic=704195>

Question 490

If a firm keeps its costs near the industry average and it can command a premium price, then it can obtain _____.

- A) above-average profits
- B) fair-market profits
- C) average profits
- D) unfair profits

Answer: <https://biology-forums.com/index.php?topic=704032>

Question 491

In order to develop new financial instruments for sale to its clients, a bank brings together a cross-functional team consisting of members from the finance, legal, and marketing units. Which of the following is a problem that is likely to arise from such a cross-functional team?

- A) The knowledge of the team is not specialized and this will hamper effectiveness.
- B) The widely varying initial perspectives of team members can increase conflicts.
- C) The diverse backgrounds of team members will stifle creativity.
- D) The team will not have sufficient technical knowledge for the project.

Answer: <https://biology-forums.com/index.php?topic=704485>

Question 492

Define the term institutional environment.

Answer: <https://biology-forums.com/index.php?topic=703944>

Question 493

Which of the following is a potential cause of task and process conflicts?

- A) dissimilarities in the composition of membership of the group
- B) scarcity of resources to accomplish the group's goals
- C) differences in values among team members
- D) differences in interpersonal styles of individual members

Answer: <https://biology-forums.com/index.php?topic=704498>

Question 494

A problem exists when a manager sees a way for the firm to achieve a more desirable state than the one it's currently in.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704621>

Question 495

How might norms be developed within a group?

Answer: <https://biology-forums.com/index.php?topic=704509>

Question 496

A manager is considering three staff members as possible candidates for a new position. One morning, she asks each of them, in private, whether they might be interested in taking up the post. She also asks them not to discuss the offer with anyone. At a function after work, she is approached by several staff members. They ask her about the new position they have heard about "on the grapevine." What important feature of informal communication channels does this scenario illustrate?

- A) They tend to follow the organizational hierarchy.
- B) They often transfer information rapidly.
- C) They only carry work-related information.
- D) They often transfer inaccurate information.

Answer: <https://biology-forums.com/index.php?topic=704582>

Question 497

Lance Crooger, the CEO of Heithz Co., realizes that the company is losing its competitive advantage due to lack of transparency and communication within the organization. He notices that customers are shifting to competitors' products because of Heithz's lack of effective customer service—agents who are directly in touch with the customers did not have decision-making authority. After following the rational model of decision-making process, Lance concludes that decentralizing the organizational hierarchy will solve most of the problems and provide Heithz's customer service agents with decision-making ability, resulting in better services. However, Lance realizes that most of Heithz's senior management will be against this decision because they will feel that their subordinates will receive more power. Lance is now determining ways to tackle senior management resistance. Which step of the rational model is Lance presently in?

- A) analyzing alternatives
- B) implementing the decision
- C) monitoring and evaluating results
- D) selecting alternatives

Answer: <https://biology-forums.com/index.php?topic=704651>

Question 498

The international division of a domestic organization _____.

- A) is not dependent on other divisions for products and support
- B) has its own marketing, finance, sales, and accounting departments
- C) often customizes its products to suit local preferences
- D) typically has its own production facility

Answer: <https://biology-forums.com/index.php?topic=705153>

Question 499

Which of the following statements is true regarding status issues in groups?

- A) Higher-status members often defer to lower-status members when groups are making decisions.
- B) Higher-status members tend to receive fewer communications than lower-status members.
- C) A group's decision-making ability is inhibited if the status differences within the group are too extreme.
- D) Status differences have no influence on the interactions within a group.

Answer: <https://biology-forums.com/index.php?topic=704473>

Question 500

Romano Ware manufactures kitchen utensils. It is headquartered in Jakarta and has an international presence. Its production sites and sales locations are situated in Europe, Asia, and Australia. The organization is highly decentralized, and region or country managers can tailor their strategies to local market conditions and demands. Which of the following approaches is Romano Ware using?

- A) supply chain
- B) region-country focused
- C) transnationally focused
- D) globally focused

Answer: <https://biology-forums.com/index.php?topic=703928>

Question 501

Companies that have rejected budgets require employees to measure themselves against the performance of competitors against internal peer groups.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704825>

Question 502

Which of the following is an observable attribute of diversity?

- A) ethnicity
- B) skills
- C) tenure
- D) values

Answer: <https://biology-forums.com/index.php?topic=704465>

Question 503

Groups suffering from groupthink tend to minimize the seriousness of the doubts members raise and put tremendous pressure on them to agree to the group's consensus. This symptom of groupthink is known as _____.

- A) illusion of morality
- B) illusion of unanimity
- C) self-censorship
- D) illusion of invulnerability

Answer: <https://biology-forums.com/index.php?topic=704680>

Question 504

A _____ is the amount of time it takes a trained employee to complete a specific activity or process.

- A) work standard
- B) unit of labor

- C) work-sample index
- D) level of effort measurement

Answer: <https://biology-forums.com/index.php?topic=704779>

Question 505

A major principle in the relationship between organizational strategy and structure is that the structure should complement and leverage the strategy.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704160>

Question 506

The PERT/CPM technique requires the project manager to determine _____.

- A) which activities must precede others and which must follow
- B) timely delivery of a product or service and related inputs
- C) the most economical quantity of products to order
- D) how to minimize total inventory costs

Answer: <https://biology-forums.com/index.php?topic=704775>

Question 507

Orangetree tries to help employees maintain a work-life balance by providing flexible job arrangements. For instance, Alison works only on Mondays, Wednesdays, and Fridays, while Joan fills the same role on Tuesdays, Thursdays, and Saturdays. Both find the arrangement convenient, while the company gets the advantage of two workers for little more than the price of one. This arrangement is known as _____.

- A) job sharing
- B) job rotation
- C) job swapping
- D) job exchange

Answer: <https://biology-forums.com/index.php?topic=703775>

Question 508

During the performing stage of group development, _____.

- A) the members get acquainted with each other
- B) the members learn what is expected of them
- C) the members begin to express their different opinions
- D) the members take actions as a coherent entity

Answer: <https://biology-forums.com/index.php?topic=704459>

Question 509

As the regional manager of an accounting firm, Ruth is often required to attend ceremonial activities like attending a social function on behalf of the company or presiding at a farewell dinner of a departing employee. Which of the following is similar to the given scenario?

- A) In his capacity as a manager, Dave is often required to solve conflicts within the organization.
- B) As a marketing manager, Aaron's accountability to the firm lies in seeking extensive information and remaining aware of crucial developments in the industry.
- C) One of Naomi's responsibilities as a manager is to build contacts with important officials within and outside the industry.
- D) As the dean of a business school, Jack is always present at official functions like commencement ceremonies and convocations to give away diplomas.

Answer: <https://biology-forums.com/index.php?topic=703749>

Question 510

"Status" refers to a group's shared standards that guide the behavior of its individual members.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704426>

Question 511

McClelland's acquired needs theory asserts that managers who work with high-need achievers typically should _____.

- A) not provide any feedback on their performance
- B) expect them to take extreme risks
- C) assume they will take personal responsibility for their actions
- D) assign extremely difficult tasks to them

Answer: <https://biology-forums.com/index.php?topic=704347>

Question 512

Which of the following is an example of a rich medium?

- A) e-mail
- B) face-to-face meeting
- C) memos
- D) fax

Answer: <https://biology-forums.com/index.php?topic=704553>

Question 513

ABC Enterprises plans to assign the duty of reviewing its quarterly budget to six of its employees. These employees will be members of a _____.

- A) command group
- B) committee
- C) work group
- D) task force

Answer: <https://biology-forums.com/index.php?topic=704447>

Question 514

Identify and discuss the major classifications of production processes.

Answer: <https://biology-forums.com/index.php?topic=704816>

Question 515

JEG recently evaluated its manufacturing processes and discovered that the monotonous nature of jobs was contributing to employee dissatisfaction. As manufacturing worked on an assembly-line system, each employee had to repetitively add just a single part to the product. JEG decided to form the employees into teams and have each team assemble a complete product together. This effort by JEG to make the work more interesting for its employees is known as _____.

- A) job sharing
- B) job rotation
- C) cross-training
- D) reengineering

Answer: <https://biology-forums.com/index.php?topic=703779>

Question 516

Participation decreases the likelihood that employees will work for rewards and outcomes they value.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704633>

Question 517

No hard-and-fast boundaries separate strategic, operational, and tactical controls.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704830>

Question 518

Legitimate power of a person is reduced if the _____.

- A) person is a specialist regarded widely as an expert
- B) person also has the power to punish or withdraw rewards
- C) person's selection was through an electoral process
- D) person's selection for a managerial position is questionable

Answer: <https://biology-forums.com/index.php?topic=704241>

Question 519

How are interpersonal skills critical for managerial tasks?

Answer: <https://biology-forums.com/index.php?topic=703836>

Question 520

What is a transnational organization?

Answer: <https://biology-forums.com/index.php?topic=703950>

Question 521

Organizational structuring is the process of assessing the organization's strategy and environmental demands and then determining the appropriate organizational design.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704147>

Question 522

Which of the following is one of the key components of social intelligence?

- A) self-regulation ability
- B) behavioral flexibility
- C) self-awareness ability
- D) empathy

Answer: <https://biology-forums.com/index.php?topic=704269>

Question 523

_____ is a symptom of groupthink where group members often reassure themselves about obvious dangers, become overly optimistic, and are willing to take extraordinary risks.

- A) Illusion of unanimity
- B) Illusion of morality
- C) Illusion of invulnerability
- D) Self-censorship

Answer: <https://biology-forums.com/index.php?topic=704678>

Question 524

It is important to monitor and evaluate results in order to detect problems with the original decision and its implementation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704623>

Question 525

The close adherence to the group's norms by its individual members is known as _____.

- A) synthesis
- B) solidarity
- C) conformity
- D) cohesion

Answer: <https://biology-forums.com/index.php?topic=704478>

Question 526

Describe operational plans and their importance for an organization.

Answer: <https://biology-forums.com/index.php?topic=704133>

Question 527

Apart from managers, which of the following groups are often an excellent source of innovative suggestions for change?

- A) shareholders
- B) retailers
- C) suppliers
- D) lower level employees

Answer: <https://biology-forums.com/index.php?topic=704950>

Question 528

A furniture manufacturer instituted a new strategy of producing custom-designed kitchen fittings rather than predesigned fittings. Although the amount of fittings produced by the company fell as the new plan was implemented, management was quick to point out that the custom fittings sold faster (and at a higher profit margin) than the predesigned fittings. What strategy is management using to overcome the pull of past patterns and build momentum in moving toward new patterns?

- A) celebrating early wins
- B) behavioral process orientation
- C) benchmarking

D) unfreezing

Answer: <https://biology-forums.com/index.php?topic=704979>

Question 529

A task force is a group put together by an organization for a particular purpose, such as to design a new product or to work on a particular problem, and usually for a limited period of time.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704419>

Question 530

_____ is a type of operational control that evaluates the conversion of inputs to outputs while it is happening.

- A) Strategic control
- B) Concurrent control
- C) Precontrol
- D) Postcontrol

Answer: <https://biology-forums.com/index.php?topic=704895>

Question 531

Which type of control has the broadest organizational scope?

- A) operational
- B) tactical
- C) strategic
- D) diagnostic

Answer: <https://biology-forums.com/index.php?topic=704866>

Question 532

Klint, a mobile manufacturer, has experienced a dip in sales in a particular area of the city. Boret, the marketing head, wants to address the problem in its embryonic stage before the trend continues in other areas. He feels that removing channel partners from the supply chain (disintermediation) would solve the problem. He conducts a group meeting with senior managers of his department to identify the problem and find a feasible solution. During the meeting, Boret starts off with the problem and suggests possible solutions, emphasizing disintermediation. All his other colleagues, though some of them are not convinced with disintermediation, are silent. Boret assumes that they agree with his decision. This symptom of groupthink is known as _____.

- A) illusion of morality
- B) illusion of unanimity
- C) illusion of invulnerability
- D) self-censorship

Answer: <https://biology-forums.com/index.php?topic=704682>

Question 533

List the various methods of selecting applicants for a job.

Answer: <https://biology-forums.com/index.php?topic=703829>

Question 534

Ensuring that a restaurant maintains an attractive appearance would reflect the _____ job dimension for its manager.

- A) demand
- B) constraint
- C) choice
- D) technique

Answer: <https://biology-forums.com/index.php?topic=703812>

Question 535

Gordon, the CEO of a closed-end business development company, believes strongly in the ideas that he proposes and stands by them. He displays high level of self-confidence and is an inspiration to his followers. Many consider him as a role model. Gordon can be called a _____ leader.

- A) neutralizing
- B) charismatic
- C) situational
- D) transactional

Answer: <https://biology-forums.com/index.php?topic=704264>

Question 536

Which of the following is a characteristic of collectivism?

- A) emphasis on individual achievement
- B) high emotional independence
- C) group membership
- D) value for individual decisions

Answer: <https://biology-forums.com/index.php?topic=703906>

Question 537

Managers can use the principle of extinction to their advantage by deliberately not reinforcing employee behavior that they consider undesirable.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704323>

Question 538

In Albany, Georgia, the bars and restaurants built outdoor seating areas after the city passed laws banning indoor smoking to accommodate customers who smoked. To what dimension of the general environment were the bar and restaurant owners reacting?

- A) sociocultural forces
- B) political-legal forces
- C) economic forces
- D) institutional forces

Answer: <https://biology-forums.com/index.php?topic=703993>

Question 539

Auto parts manufacturer JEG Inc. has a number of vacancies at lower management levels and wants to fill the positions from within the company itself rather than recruit externally. The company plans to e-mail the job specifications to all employees and post the jobs on the company Web site. Which of the following is a disadvantage of job posting?

- A) Unqualified applicants will need explanations about why they did not get the job.
- B) All employees do not have equal opportunities to apply for a job.
- C) Unqualified employees can find out the qualifications they need to get a particular job.
- D) Job postings prevent some qualified employees from having the opportunity to apply for a particular job.

Answer: <https://biology-forums.com/index.php?topic=703705>

Question 540

The contemporary approach to operational control involves shifting the responsibility for control away from operations personnel toward separate evaluators at the end of the production process.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704841>

Question 541

In Maslow's need hierarchy, the _____ need relates to an individual's need to be personally fulfilled and to develop one's unique talents to their highest possible levels.

- A) esteem
- B) self-actualization
- C) social
- D) safety

Answer: <https://biology-forums.com/index.php?topic=704342>

Question 542

_____ involves investigating the best practices used by competitors and noncompetitors and imitating those that can be done in the firm.

- A) Competitive intelligence
- B) Forecasting
- C) Corporate espionage
- D) Benchmarking

Answer: <https://biology-forums.com/index.php?topic=704100>

Question 543

Write a brief note on oral communication, describing its advantages and limitations.

Answer: <https://biology-forums.com/index.php?topic=704609>

Question 544

Describe Marx's attitude toward job enrichment.

Answer: <https://biology-forums.com/index.php?topic=704411>

Question 545

Which of the following is true about the cultural context?

- A) In low-context cultures, the context has a significant influence on this judgment.
- B) In low-context cultures, people pay close attention to the situation and its various elements.
- C) In high-context cultures, contextual variables have much less impact on the determination of appropriate behaviors.
- D) In low-context cultures, the situation may or may not affect what is considered appropriate behavior.

Answer: <https://biology-forums.com/index.php?topic=703936>

Question 546

A(n) _____ typically includes all primary activities on which the unit or organization plans to spend money and the amount allocated for each item during the year.

- A) profit and loss statement
- B) expense budget
- C) mission statement
- D) vision statement

Answer: <https://biology-forums.com/index.php?topic=704114>

Question 547

How does the concept of continuous process improvement relate to process reengineering? Identify and discuss the five key elements or steps involved in process reengineering.

Answer: <https://biology-forums.com/index.php?topic=704808>

Question 548

Matt is known to have substantial influence over his team. He has regular meetings with them to ensure that they do not lose sight of what they are trying to accomplish. He also motivates them to set challenging targets for themselves and achieve those targets. What role is Matt playing?

- A) the monitor role
- B) the leader role
- C) the figurehead role
- D) the negotiator role

Answer: <https://biology-forums.com/index.php?topic=703755>

Question 549

Service activities are designed to _____.

- A) inform potential customers about the products and services the firm has available
- B) transform inputs into the products and services of the firm
- C) ensure that the product satisfies the customer after the purchase
- D) move the product or service from the firm to the customers

Answer: <https://biology-forums.com/index.php?topic=704013>

Question 550

Explain the importance of the institutional environment.

Answer: <https://biology-forums.com/index.php?topic=703945>

Question 551

What is the purpose of a strategic vision?

Answer: <https://biology-forums.com/index.php?topic=704045>

Question 552

Which of the following statements is true of formal communication channels?

- A) Formal communication channels facilitate faster movement of information as people are highly motivated to pass information on.
- B) Formal communication channels define who has responsibility for information dissemination and indicate the proper recipients of work-related information.

- C) Formal communication channels are designed to carry both work-related and nonwork information that can be easily regulated by the organization.
D) Formal communication channels tend to operate more laterally than vertically compared to informal communication channels.

Answer: <https://biology-forums.com/index.php?topic=704576>

Question 553

What is a just-in-time (JIT) inventory system?

Answer: <https://biology-forums.com/index.php?topic=704813>

Question 554

Refer to the scenario above. Which of the following is similar to the given scenario?

- A) Albert, who runs a sports goods store, declines a consignment of shoes from a manufacturer after learning that working conditions at the factory were extremely poor.
B) Naomi, a designer in Georgia, refuses to pay for a damaged shipment of material that arrived via courier from India.
C) A forest officer allows a tribal community living in the forest to cut trees for personal use.
D) As an owner of a retail store, Jeremy decides to cut off his supplier in order to switch to a different supplier with lower prices.

Answer: <https://biology-forums.com/index.php?topic=705193>

Question 555

Intragroup conflict occurs within groups whereas intergroup conflict occurs among groups.

- A) True
B) False

Answer: <https://biology-forums.com/index.php?topic=704434>

Question 556

Which one of the following is NOT included in a firm's mission statement?

- A) customers and markets
B) company philosophy
C) sources of revenues
D) principal products or services

Answer: <https://biology-forums.com/index.php?topic=703988>

Question 557

Managing multicultural teams, competing in international markets, and managing international operations all require managers to develop a _____.

- A) no-holds-barred management style
B) cross-functional vocabulary
C) global mind-set
D) certain savoir-faire

Answer: <https://biology-forums.com/index.php?topic=703942>

Question 558

Which of the following is an issue managers address when assessing the firm's internal resources?

- A) study of best practices of competitors and noncompetitors
B) assessment of value of the firm's products or services
C) evaluation of the available human capital
D) incorporation of environmental uncertainty into the firm's plans

Answer: <https://biology-forums.com/index.php?topic=704102>

Question 559

_____ compensation is pay that varies depending on specified conditions such as the general profitability of the company, revenue, or individual performance targets.

- A) Cafeteria plan
B) Deferred
C) At-risk
D) Broadband

Answer: <https://biology-forums.com/index.php?topic=703792>

Question 560

When forming the strategy of the major units within an organization, managers should _____.

- A) assume that conditions will remain stable

- B) focus only on existing opportunities
- C) not focus on the human factor
- D) be innovative and entrepreneurial

Answer: <https://biology-forums.com/index.php?topic=703710>

Question 561

Indian Railways enjoys a monopoly in the country with regard to rail transportation as there is no other player in this segment. Based on this, it can be concluded that Indian Railways enjoys a fairly simpler _____ environment as compared to the numerous road transport service providers in the country.

- A) technology
- B) geographic
- C) competitor
- D) supplier

Answer: <https://biology-forums.com/index.php?topic=705143>

Question 562

In organizations with strong hierarchical values, upward communication tends to be more frequent.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704528>

Question 563

A matrix structure _____.

- A) is best suited to a changing and complicated business environment
- B) fosters a strong sense of accountability for performance among managers
- C) simplifies the process of performance evaluation
- D) increases organizational responsiveness to environmental changes

Answer: <https://biology-forums.com/index.php?topic=705125>

Question 564

Which of the following is true of learning organizations?

- A) They do not consider past failures as learning opportunities.
- B) They use tried and tested methods to solve their problems.
- C) They rely on assumptions and intuitive guesswork to solve problems.
- D) They use the benchmarking technique to learn more.

Answer: <https://biology-forums.com/index.php?topic=705043>

Question 565

Auto parts manufacturer JEG Inc. has a number of vacancies at lower management levels and wants to fill the positions from within the company itself rather than recruit externally. The company plans to e-mail the job specifications to all employees and post the jobs on the company Web site. Which of the following, if true, will weaken the company's decision?

- A) JEG is looking for employees with innate ability and not necessarily formal skills.
- B) JEG recently instituted a technical skills improvement program for shop floor employees.
- C) The majority of JEG employees have only a basic level of education.
- D) JEG favors a paternalistic managerial style and its organization culture tends to be controlling.

Answer: <https://biology-forums.com/index.php?topic=703709>

Question 566

_____ serve as the future "end states" targeted by its managers.

- A) Tactics
- B) Plans
- C) Strategies
- D) Objectives

Answer: <https://biology-forums.com/index.php?topic=704076>

Question 567

It is important to monitor and evaluate results in a decision-making process in order to _____.

- A) assess sources and reasons for potential resistance to the decision
- B) determine the chronology and sequence of actions designed to overcome resistance to the decision
- C) choose the alternative that maximizes the desired outcome

D) detect problems with the original decision and its implementation

Answer: <https://biology-forums.com/index.php?topic=704652>

Question 568

Harry, a finance manager of an IT company, devises a new child education benefit plan to partly sponsor the primary education of their employees' children. Within the context of the job characteristics model, this is an example of _____.

- A) autonomy
- B) skill variety
- C) task significance
- D) task identity

Answer: <https://biology-forums.com/index.php?topic=704360>

Question 569

Which of the following is a process theory of motivation?

- A) Herzberg's two-factor theory
- B) Maslow's need hierarchy
- C) Vroom's expectancy theory
- D) McClelland's acquired needs theory

Answer: <https://biology-forums.com/index.php?topic=704338>

Question 570

Refer to the scenario above. What are two characteristics about this group that suggest that social loafing may not occur?

Answer: <https://biology-forums.com/index.php?topic=704515>

Question 571

Which of the following statements is true about the Delphi technique?

- A) In this technique, a problem is identified and members are asked through a series of carefully designed questionnaires to provide potential solutions.
- B) It forces group members to "think outside the box" and look at new ways to analyze the problem.
- C) In this technique, a group or individual is assigned the role of questioning the underlying assumptions of problem formulation.
- D) Each group involved in making a decision is assigned the responsibility of representing the opinions of its constituents.

Answer: <https://biology-forums.com/index.php?topic=704703>

Question 572

Explain with examples how a change in staff can be brought in effectively.

Answer: <https://biology-forums.com/index.php?topic=705051>

Question 573

_____ roles of a manager are composed of the figurehead role, the leader role, and the liaison role.

- A) Interpersonal
- B) Negotiator
- C) Informational
- D) Decisional

Answer: <https://biology-forums.com/index.php?topic=703745>

Question 574

Papercraft Inc. is considering introducing a job sharing program for some departments in the company. Which of the following, if true, would weaken Papercraft's decision?

- A) On account of the nature of the projects, most projects are undertaken single-handedly.
- B) The company's workforce is mainly composed of young, independent, single male employees.
- C) An employee survey revealed that most employees would prefer to have more flexible work timings.
- D) The nature of the work involves very little feedback.

Answer: <https://biology-forums.com/index.php?topic=703777>

Question 575

_____ is the degree to which one unit, or one person, must use the work or resources of another unit or person to accomplish tasks.

- A) Differentiation
- B) Interdependence
- C) Formalization

D) Decentralization

Answer: <https://biology-forums.com/index.php?topic=704176>

Question 576

Which of the following is an outcome of too much organizational control?

- A) exposure to risks
- B) lowered motivation
- C) ineffective utilization of resources
- D) low quality operations

Answer: <https://biology-forums.com/index.php?topic=704844>

Question 577

Arbery Fudge Company, Inc. engages in the production and marketing of fudge candy in the United States. The company believes in continuous improvement and constantly evaluates the effectiveness of the control strategies that the managers use. Which of the following situations would necessitate the use strategic control for evaluation?

- A) The organization has current liabilities greater than the current assets. The managers are analyzing the situation to make a decision on whether or not to increase liquidity.
- B) The competition in the confectionery market has increased significantly in the recent past and management is planning to revamp its competitive approaches.
- C) The organization wants to implement a system for formalizing reporting at various levels in an organization.
- D) The organization has to perform a task in a relatively limited time frame to help one of its key distributors make use of an important opportunity.

Answer: <https://biology-forums.com/index.php?topic=704872>

Question 578

A(n) _____ is a decision that is contrary to an individual's stated beliefs and policies of the company.

- A) ethical lapse
- B) ethnocentric viewpoint
- C) fallacy
- D) cognitive bias

Answer: <https://biology-forums.com/index.php?topic=705179>

Question 579

Zero-based budgeting assumes that all funding allocations must be justified from zero each year.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704071>

Question 580

A(n) _____ is an on-the-job training technique.

- A) critical incident
- B) correspondence course
- C) online learning
- D) cross training program

Answer: <https://biology-forums.com/index.php?topic=703759>

Question 581

Of the four major functions of a manager, _____ involves systematically integrating resources to accomplish tasks.

- A) directing
- B) organizing
- C) planning
- D) auditing

Answer: <https://biology-forums.com/index.php?topic=703733>

Question 582

_____ is a specialized field of management associated with the conversion or transformation of resources into products and services.

- A) Supply-chain management
- B) Operations management
- C) Production management
- D) Strategic management

Answer: <https://biology-forums.com/index.php?topic=704743>

Question 583

When designing an organizational structure for an international environment, management must choose between a _____, which integrates activities on a coordinated worldwide basis, and a _____, which differentiates activities in each country served.

- A) global approach; local approach
- B) product approach; customer approach
- C) decentralized approach; centralized approach
- D) functional approach; network approach

Answer: <https://biology-forums.com/index.php?topic=705155>

Question 584

Which of the following is true of a successful process redesign effort?

- A) It has a low chaos factor.
- B) It gives good results with little effort.
- C) It results in cost reduction.
- D) It creates low resistance.

Answer: <https://biology-forums.com/index.php?topic=705034>

Question 585

Which of the following methods gives the clearest assessment of the effectiveness of a training program?

- A) testing employees on skills covered in the training
- B) pre-training and post-training assessment
- C) administering a post-training questionnaire
- D) using the "smile" index to gauge effectiveness

Answer: <https://biology-forums.com/index.php?topic=703769>

Question 586

A leading coalition is a group that support the change but do not have much influence on others.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704938>

Question 587

Managers should assess the firm's internal resources immediately following the analysis of the external environment.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704065>

Question 588

What determines the focus of control in an organization?

Answer: <https://biology-forums.com/index.php?topic=704917>

Question 589

Control responsibility that is too broad can lead to _____.

- A) decision delays
- B) omissions
- C) bottlenecks
- D) work overload

Answer: <https://biology-forums.com/index.php?topic=704901>

Question 590

Graphic rating scales allow managers to quantify results quickly and compare the performance ratings of employees.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703669>

Question 591

Which of the following is a characteristic of project groups?

- A) These are constructed for a specific and limited purpose.

- B) These groups are relatively permanent.
- C) These are not originated by the organization.
- D) They do not have a defined beginning and a specified ending date.

Answer: <https://biology-forums.com/index.php?topic=704442>

Question 592

Multiple advocacy is like the devil's advocate approach except that _____.

- A) disagreement in group decisions do not exist
- B) disagreement in group decisions is minimum
- C) multiple corporations are involved in decision making
- D) more than one opposing view is presented

Answer: <https://biology-forums.com/index.php?topic=704693>

Question 593

In a functional structure, the firm is organized around specific products (or services) or related sets of products (or services).

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704154>

Question 594

Which of the following is true about the principal managerial functions applicable to modern organizations?

- A) Planning involves identifying the appropriate structure of relationships among positions and the people occupying them.
- B) Directing involves leading and motivating those for whom the manager is responsible.
- C) Organizing involves strategic and tactical planning.
- D) Controlling employee behavior is easier for a manager from the middle level management.

Answer: <https://biology-forums.com/index.php?topic=703739>

Question 595

According to Mintzberg's theory of managerial functions, _____ roles include acting as an entrepreneur, a disturbance handler, a resource allocator, and a negotiator.

- A) interpersonal
- B) decisional
- C) leader
- D) informational

Answer: <https://biology-forums.com/index.php?topic=703782>

Question 596

Explain technical skills as a critical component for managerial tasks.

Answer: <https://biology-forums.com/index.php?topic=703835>

Question 597

A catering company manager is proposing the purchase of a new van to enable the company to handle more deliveries. She is working on _____.

- A) a contingency plan
- B) a capital expenditure budget
- C) an operating budget
- D) a sales pitch

Answer: <https://biology-forums.com/index.php?topic=704117>

Question 598

What are the different types of formal groups?

Answer: <https://biology-forums.com/index.php?topic=704504>

Question 599

The actions of direct competitors can trigger changes inside a given organization, even when that organization would prefer not to make any changes.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704926>

Question 600

_____ is the view that your perspective is correct and the views of people in other cultures are inferior.

- A) Ethnocentricity
- B) Regiocentricity
- C) Universality
- D) Polycentricity

Answer: <https://biology-forums.com/index.php?topic=705181>

Question 601

_____ is concerned with morality and standards of business conduct, especially among individuals.

- A) Social consensus
- B) Organizational behavior
- C) Managerial ethics
- D) Earned value management

Answer: <https://biology-forums.com/index.php?topic=703857>

Question 602

Behaviorally anchored rating scales (BARS) are a performance appraisal system in which information about an employee is gathered from supervisors, co-workers, subordinates, and sometimes suppliers and customers.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703671>

Question 603

The planning responsibilities of functional-level managers largely focus on the development of _____ plans.

- A) operational
- B) tactical
- C) strategic
- D) corporate

Answer: <https://biology-forums.com/index.php?topic=704095>

Question 604

The act of constructing a message is known as _____.

- A) receiving
- B) transmission
- C) interpretation
- D) encoding

Answer: <https://biology-forums.com/index.php?topic=704540>

Question 605

The general environment's effects on a business are very direct.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703958>

Question 606

Business meetings in Japan follow elaborate procedure, often take a long time as seemingly little details are scrutinized, and end with all parties signing detailed protocols to leave no room for misunderstandings. This is because Japan ranks high when it comes to _____.

- A) personal freedom
- B) uncertainty avoidance
- C) gender focus
- D) individualism

Answer: <https://biology-forums.com/index.php?topic=703899>

Question 607

A(n) _____ is a set of structured activities or action steps designed to improve an organization.

- A) force field analysis
- B) change agent
- C) intervention
- D) focus group

Answer: <https://biology-forums.com/index.php?topic=705022>

Question 608

Which of the following is a primary value chain activity?

- A) marketing and sales
- B) human resource management
- C) technology development
- D) firm infrastructure

Answer: <https://biology-forums.com/index.php?topic=704012>

Question 609

The organizational development approach has its roots in _____.

- A) problem-solving methods
- B) information technology
- C) knowledge transfer methods
- D) behavioral science research

Answer: <https://biology-forums.com/index.php?topic=705019>

Question 610

_____ organizations tend to be slower at making decisions and responding to changes in the business environment. As a result, these organizations tend to be best suited to stable external environments.

- A) Simple and dynamic
- B) Flat and wide
- C) Static and decentralized
- D) Tall and formal

Answer: <https://biology-forums.com/index.php?topic=705071>

Question 611

Economies of scale occur when the per-unit cost of production falls as a firm's output increases. How is this commonly achieved?

- A) when the company has a predetermined order of tasks to be completed
- B) when the company has certain fixed costs that do not change with the rise or fall in units produced
- C) when the managers of a company have an autocratic approach to leadership
- D) when the company suffers from a dip in the demand for its products or services

Answer: <https://biology-forums.com/index.php?topic=704785>

Question 612

_____ is a process of generating many creative solutions but not immediately evaluating their merit.

- A) Brainstorming
- B) Multiple advocacy
- C) Delphi technique
- D) Dialectical inquiry

Answer: <https://biology-forums.com/index.php?topic=704698>

Question 613

Which of the following types of communication is the least frequent in an organization with strong hierarchical values?

- A) downward communication
- B) upward communication
- C) lateral communication
- D) parallel communication

Answer: <https://biology-forums.com/index.php?topic=704572>

Question 614

Refer to the scenario above. Will role ambiguity or role conflict likely emerge within this group?

Answer: <https://biology-forums.com/index.php?topic=704516>

Question 615

Instead of using hierarchical and segmented salary systems, many companies are now moving to broadband systems, where the range of pay is large and covers a wide variety of jobs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703673>

Question 616

According to the job characteristics model, _____ is the degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.

- A) autonomy
- B) task identity
- C) feedback from the job
- D) task significance

Answer: <https://biology-forums.com/index.php?topic=704359>

Question 617

Products of a company would _____ when no other firms can have the capabilities needed to provide the same quality and quantity of products and services.

- A) be substituted easily
- B) be difficult to imitate
- C) be a rarity
- D) have no market value

Answer: <https://biology-forums.com/index.php?topic=703979>

Question 618

What is a globally focused organization?

Answer: <https://biology-forums.com/index.php?topic=703949>

Question 619

How might a work sample validate the selection process in this scenario?

Answer: <https://biology-forums.com/index.php?topic=704199>

Question 620

According to the job characteristics model, _____ is defined as the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance.

- A) autonomy
- B) task significance
- C) feedback from the job
- D) task identify

Answer: <https://biology-forums.com/index.php?topic=704358>

Question 621

Discuss the nature of the relationship between customers and suppliers along a supply chain.

Answer: <https://biology-forums.com/index.php?topic=704817>

Question 622

A manager motivates his subordinates to work toward achieving the organizational goals even by foregoing their personal welfare. He does this by modeling the behaviors through his actions. He has created an image of a self-sacrificing leader through his actions. This manager is a(n) _____ leader

- A) transformational
- B) situational
- C) informational
- D) transactional

Answer: <https://biology-forums.com/index.php?topic=704276>

Question 623

Traditionally, manufacturers used quality control personnel to check the rate of defective products and decide what to do if those rates were too high. This system is a part of _____.

- A) precontrol of operations
- B) concurrent control of operations
- C) intermittent control of operations
- D) postcontrol of operations

Answer: <https://biology-forums.com/index.php?topic=704899>

Question 624

MGN is company that manufactures hardware, headquartered in London, UK. The company strives to be simultaneously centralized and decentralized. As such, its goal is to achieve global efficiency while maintaining local market responsiveness. Which approach is the organization following?

- A) state focus
- B) region-country focus
- C) global focus
- D) transnational focus

Answer: <https://biology-forums.com/index.php?topic=703925>

Question 625

In the "outside-in" approach of the strategic corporate social responsibility perspective, managers look at social issues in general terms of the extent to which they are problematic.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703851>

Question 626

The three basic types of group conflicts are _____ conflict.

- A) task, affective, and emotional
- B) task, cognitive, and relationship
- C) task, process, and relationship
- D) task, process, and cognitive

Answer: <https://biology-forums.com/index.php?topic=704494>

Question 627

_____ lists a set of qualities upon which to evaluate employees, and their level of performance on each of these items is then rated in terms of a scale typically ranging from 1 to 5.

- A) A graphic rating scale
- B) The Likert scale
- C) The Guttman scale
- D) A Borg scale

Answer: <https://biology-forums.com/index.php?topic=703781>

Question 628

_____ teams directly accept and build on their differences and use them to enhance their ingenuity.

- A) Warrior
- B) Seeker
- C) Creator
- D) Carrier

Answer: <https://biology-forums.com/index.php?topic=704491>

Question 629

Neutralizer of leadership is any aspect of the organization or work situation that can hinder the exercise of leadership.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704224>

Question 630

What is meant by the term productivity? How are productivity measures being used?

Answer: <https://biology-forums.com/index.php?topic=704815>

Question 631

Accommodator companies obey the letter of the law but do not make changes that might restrict profits unless they are required to do so.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703848>

Question 632

Research has shown that the _____ is one of the biggest determinants of resistance during the movement stage of the change process.

- A) inability of management to articulate the need for change
- B) pull of past competencies
- C) unreliability of workplace technology
- D) level of uncertainty associated with the change

Answer: <https://biology-forums.com/index.php?topic=704973>

Question 633

An entrepreneurial mind-set allows a manager to assess uncertainty and take action to exploit any possible opportunities.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703660>

Question 634

Contrary to popular belief, research shows that allowing employees to participate in the development of the goals does not really improve their commitment to the goals.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704073>

Question 635

Which of the following would lead to higher profits for an industry?

- A) price-based competition
- B) many new entrants
- C) few suppliers
- D) fragmented customers

Answer: <https://biology-forums.com/index.php?topic=703998>

Question 636

Which of the following statements is true about strategic plans?

- A) They have moderate interdependence and cross-functional relevance.
- B) They focus on the broad future of the organization.
- C) They focus on the immediate functional aspects of an organization.
- D) They have a narrow scope, a departmental focus, and a short time frame.

Answer: <https://biology-forums.com/index.php?topic=704079>

Question 637

In today's business world, most companies plan on carrying excess inventory in order to meet unexpected upswings in consumer demand.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704734>

Question 638

Which of the following is true for the Civil Rights Acts of 1866 and 1871?

- A) They prohibit discrimination in employment against individuals aged 40 or older.
- B) They require affirmative action in the employment of individuals with disabilities.
- C) They provide equal protection for all citizens and require due process in state action.
- D) They grant all citizens the right to make, perform, modify, and terminate contracts and enjoy all benefits, terms, and conditions of the contractual relationship.

Answer: <https://biology-forums.com/index.php?topic=703815>

Question 639

_____ is a measure of how well a firm can meet its short-term cash requirements.

- A) Return on equity (net profit before taxes/total assets invested)
- B) Inventory turnover (annual sales/inventory)
- C) Liquidity (current assets/current liabilities)
- D) Leverage (total debt/total assets)

Answer: <https://biology-forums.com/index.php?topic=704881>

Question 640

Which of the following is true about the economic forces in the external environment?

- A) Changes in the economy are usually temporary and are not long-term, structural changes.
- B) In many service companies, such as consulting and law firms, the company's primary assets are its people.
- C) Structural changes significantly affect the current and future dynamics of economic activity.
- D) All economic forces affect all organizations equally.

Answer: <https://biology-forums.com/index.php?topic=703992>

Question 641

A "gatekeeper" is an associate who grants or declines permission for people to communicate with people in positions of authority.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704535>

Question 642

Cathy's ten-member team are all of different nationalities. The team has been in existence for the last 14 months. Although there have been no instances of infighting among the members, the team has achieved only a 2% increase in sales volume rather than the project increased of 10%. What type of a global team is this?

- A) equalizers
- B) creators
- C) preservers
- D) seekers

Answer: <https://biology-forums.com/index.php?topic=704490>

Question 643

_____ is the the process of assessing an organization's strategy and environmental demands and then determining the appropriate organizational structures.

- A) Organizational chartering
- B) Organization development
- C) Organizational design
- D) Organizational structuring

Answer: <https://biology-forums.com/index.php?topic=704167>

Question 644

TQM uses only quantitative methods to promote "quality at the source."

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704724>

Question 645

Could capacity planning play a role in this scenario?

Answer: <https://biology-forums.com/index.php?topic=704812>

Question 646

Requirement of _____ involves not only the obligations of the subordinate to the superior but also the obligations of the superior to respect the subordinate and care for his or her welfare.

- A) compliance
- B) benefiting
- C) harmony
- D) achievement

Answer: <https://biology-forums.com/index.php?topic=704232>

Question 647

Which of the following is the best example of a leadership substitute?

- A) indirect feedback from managers
- B) formalized procedures
- C) highly standardized tasks

D) advisory or staff support

Answer: <https://biology-forums.com/index.php?topic=704288>

Question 648

_____ strategies focus on the operations of each function and their contribution to help the firm achieve a competitive advantage.

- A) Competitive
- B) Unit-level
- C) Corporate-level
- D) Business-level

Answer: <https://biology-forums.com/index.php?topic=704026>

Question 649

Which of following is a requirement for a product to have competitive advantage over others?

- A) assurance
- B) responsiveness
- C) durability
- D) rarity

Answer: <https://biology-forums.com/index.php?topic=703980>

Question 650

ABC Corp. produces widgets. Timely delivery to XYZ Corp. is critical since the widgets are essential to the production of XYZ Corp.'s gadgets. This is an example of _____.

- A) cross-functional interdependence
- B) reciprocal interdependence
- C) sequential interdependence
- D) pooled interdependence

Answer: <https://biology-forums.com/index.php?topic=704177>

Question 651

Which of the following is a characteristic of a product structure?

- A) It reduces organizational responsiveness to market changes.
- B) The performance of the firm's products is typically easier to evaluate.
- C) It maximizes economies of scale for functional areas.
- D) It increases coordination among different product groups.

Answer: <https://biology-forums.com/index.php?topic=705103>

Question 652

Globalization of business leads to _____.

- A) more choices for customers
- B) increase in cost of production
- C) lower profit margins
- D) high pricing power for companies

Answer: <https://biology-forums.com/index.php?topic=704776>

Question 653

_____ occurs when a group or individual is assigned the role of questioning the underlying assumptions of problem formulation.

- A) Dialectical inquiry
- B) Devil's advocacy
- C) Multiple advocacy
- D) Brainstorming

Answer: <https://biology-forums.com/index.php?topic=704695>

Question 654

Which of the following statements is true regarding achieving effective negotiations?

- A) When serving as a negotiator, one should to focus on the two parties' positions, not their interests.
- B) A negotiator can achieve a more collaborative focus by concentrating on the people involved and maintaining competition.
- C) Negotiations should center on the parties' positions as there are probably several possible outcomes that could satisfy a given position.
- D) Any two opposing positions are likely to have at least some interests that are shared rather than in conflict with one another.

Answer: <https://biology-forums.com/index.php?topic=704606>

Question 655

Why must managers have an entrepreneurial mind-set?

Answer: <https://biology-forums.com/index.php?topic=703824>

Question 656

According to the universal approach to ethical decision making, if two courses of action have equal moral standing, managers should determine the more ethical course by considering the positive and negative consequences of each one.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703842>

Question 657

Which of the following is true of firms that implement a MRP system?

- A) They can price their products competitively.
- B) They can often increase their inventory.
- C) They use TQM as a subapproach to MRP.
- D) They are not efficient in responding to customer demands.

Answer: <https://biology-forums.com/index.php?topic=704763>

Question 658

In his capacity as the regional production manager, Mark Brown is required to address the regional heads from across the country in a quarterly meeting organized by his company. At this meeting, Mark presents the detailed production figures of his region and also outlines the changes he plans to implement in order to improve productivity. Mark is playing the role of a _____.

- A) spokesperson
- B) negotiator
- C) disturbance handler
- D) monitor

Answer: <https://biology-forums.com/index.php?topic=703778>

Question 659

_____ represents a firm's ability to meet long-term financial obligations.

- A) Leverage (total debt/total assets)
- B) Liquidity (current assets/current liabilities)
- C) Return on equity (net profit before taxes/total assets invested)
- D) Inventory turnover (annual sales/inventory)

Answer: <https://biology-forums.com/index.php?topic=704880>

Question 660

The fundamental notion of process reengineering is that form influences function.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704725>

Question 661

Brand recognition can last a long time and may take years to deteriorate.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703955>

Question 662

In the context of team development, skills refer to highly developed behavioral and cognitive capabilities that are necessary to carry out team tasks and meet team goals.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704432>

Question 663

An executive who justifies paying a bribe because it allows his company to provide the greatest good for the greatest number of people adheres to the

_____ approach to ethical decision making.

- A) moral rights
- B) utilitarian
- C) justice
- D) universal

Answer: <https://biology-forums.com/index.php?topic=705187>

Question 664

Which of the following is a drawback of making very small changes in an organization?

- A) They can be difficult to coordinate.
- B) They can result in high resistance.
- C) They can create major uncertainty.
- D) They do not justify the costs.

Answer: <https://biology-forums.com/index.php?topic=705012>

Question 665

Which of the following strategies should managers avoid when designing orientation programs?

- A) alternating heavy information with lighter presentations
- B) reducing paperwork to minimize information overload
- C) matching each new employee with a "buddy" based on job similarity rather than personality compatibility
- D) scheduling informal meetings between new hires and immediate supervisors

Answer: <https://biology-forums.com/index.php?topic=703750>

Question 666

Explain the types of planning that prevail within organizations.

Answer: <https://biology-forums.com/index.php?topic=703828>

Question 667

_____ skills, also known as cognitive complexity, are often the major factor that determines who reaches the highest levels of the organization.

- A) Conceptual
- B) Decision-making
- C) Interpersonal
- D) Technical

Answer: <https://biology-forums.com/index.php?topic=703818>

Question 668

Daniel is the manager of a luxury resort in the Bahamas. It is his responsibility to ensure that his subordinates do all that it takes to meet customer requirements and make their stays memorable. As a result, when one of their major customers voiced his dissatisfaction with the receptionist at the front desk, Daniel decided to change the receptionist's shift while the guest was staying at the resort. His authority to make this change reflects the _____ aspect of a manager's job.

- A) constraint
- B) compliance
- C) demand
- D) choice

Answer: <https://biology-forums.com/index.php?topic=703810>

Question 669

A person from a low-context culture is likely to view wide swings in communication styles of another person as evidence of _____.

- A) selfishness
- B) insincerity
- C) sophistication
- D) maturity

Answer: <https://biology-forums.com/index.php?topic=704593>

Question 670

Which of the following best defines "standard" in relation to establishing control?

- A) unbiased evaluation
- B) rival strategies
- C) parallel association
- D) performance target

Answer: <https://biology-forums.com/index.php?topic=704849>

Question 671

Discuss the co-supervisory role of Sandoz and Coyle within the context of the "core job characteristics" of the job characteristics model.

Answer: <https://biology-forums.com/index.php?topic=704412>

Question 672

Subordinates can influence the motivation of their superiors through their ability to punish behavior by subtly withholding rewards.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704326>

Question 673

A manager in the promotion department of a record company would find it most difficult to use _____ for coordination and integration to implement concert cancellations due to weather, travel problems for the band, or any number of other unpredictable factors.

- A) rules
- B) values
- C) liaisons
- D) goals

Answer: <https://biology-forums.com/index.php?topic=704186>

Question 674

Communication is the process of transferring information, meaning, and understanding from sender to receiver.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704519>

Question 675

According to philosopher Immanuel Kant, _____ form the basis of all rights.

- A) fairness and equitability
- B) justice and truth
- C) freedom and autonomy
- D) individuality and happiness

Answer: <https://biology-forums.com/index.php?topic=705197>

Question 676

_____ is the tendency for information to lose its certainty as it is passed along.

- A) Uncertainty absorption
- B) Information bias
- C) Stereotyping
- D) Cognitive complexity

Answer: <https://biology-forums.com/index.php?topic=704654>

Question 677

Which of the following is true of the organizational development (OD) approach to organizational change?

- A) Process design is one of its comprehensive approaches.
- B) It emphasizes HR personnel as potential change agents.
- C) Most organizations have currently discarded the OD approach.
- D) It was formerly a more general set of procedures.

Answer: <https://biology-forums.com/index.php?topic=705032>

Question 678

Which of the following statements is true of networking?

- A) Network patterns of communication are unaffected by factors such as age, gender, or ethnicity of the individuals involved.
- B) When managers are members of established networks, it is easier for them to influence the other people or groups involved in the networks.
- C) Women are traditionally known to be more successful and attuned to the art of networking than men.
- D) Even though networking is beneficial in the organizational context, it does not affect an individual's salary or career prospects.

Answer: <https://biology-forums.com/index.php?topic=704583>

Question 679

Roma is an HR executive at Arbitron Technologies, an electronic manufacturing firm. She often finds it difficult to schedule supervisor interviews for potential candidates as the supervisors are always busy with their normal work. She also feels that the supervisors do not cooperate with her adequately. Roma seeks help from the COO to resolve this issue and he helps her in obtaining help from the supervisors. Identify the influence tactic used here.

- A) consultation
- B) personal appeal
- C) coalition
- D) rational persuasion

Answer: <https://biology-forums.com/index.php?topic=704252>

Question 680

Frederick Herzberg asserts that hygiene factors and motivators are equivalent.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704311>

Question 681

Alice is a barista at a coffee shop in her town. Though the baristas are expected to be friendly and interact with customers, Alice finds it difficult to spend enough time with individual customers when she is also required to serve a minimum quota of customers during her shift. Alice is experiencing _____.

- A) role ambiguity
- B) role reversal
- C) role overload
- D) role conflict

Answer: <https://biology-forums.com/index.php?topic=704471>

Question 682

If a company decides to outsource specific workforce demands, the financial risks to that company will increase if those demands fluctuate.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703651>

Question 683

Global teams known as "equalizers" accept and build upon their differences and use them to enhance their creativity.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704431>

Question 684

The balance of power between a firm and its customers affects its ability to compete effectively and earn above-average returns.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703964>

Question 685

The tendency for a strong consensus among most group members to override any individual member's dissent is known as _____.

- A) groupthink
- B) coherence
- C) solidarity
- D) synthesis

Answer: <https://biology-forums.com/index.php?topic=704482>

Question 686

Distinguish between return on investment and break-even point.

Answer: <https://biology-forums.com/index.php?topic=704914>

Question 687

Nobelle, a chocolatier based in France, produces candy containing exotic ingredients from the rain forests of Brazil. The ingredients are provided by a single supplier who has an exclusive contract with Nobelle. The chocolate manufacturer thus has a great deal of power over the market. This is an example of _____.

- A) competitive advantage
- B) strategic vision
- C) distinctive competence
- D) strategic management

Answer: <https://biology-forums.com/index.php?topic=703975>

Question 688

Changing societal attitudes toward certain products or services is a change that is quick to develop and easy to detect.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704927>

Question 689

Which of the following is a critical decision in the context of the environmental conditions in which large companies operate?

- A) how centralized or decentralized should the control systems be
- B) how flexible to make the budget
- C) how much to invest in precontrol systems for operations
- D) how to fund the budget for the training and development department

Answer: <https://biology-forums.com/index.php?topic=704870>

Question 690

A manager can control without restricting.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704821>

Question 691

Intensifying globalization has contributed to increased outsourcing; flatter, more flexible organizational structures; and increased integration.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704163>

Question 692

Technical skills involve specialized knowledge about procedures, processes, and equipment and the related abilities of knowing when and how to use that knowledge.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703682>

Question 693

Which of the following is an example of a technostructural activity?

- A) questionnaire development
- B) sensitivity training
- C) job enrichment
- D) agenda setting

Answer: <https://biology-forums.com/index.php?topic=705023>

Question 694

Despite laws against discrimination, Disney can legally refuse to hire men with beards because the company demonstrated statistically that being clean-shaven is a _____ at Disney theme parks.

- A) cross-functional job requirement
- B) valid selection technique
- C) technical job skill
- D) bona fide occupational qualification

Answer: <https://biology-forums.com/index.php?topic=703813>

Question 695

What are "push" forces of motivation? What are "pull" forces?

Answer: <https://biology-forums.com/index.php?topic=704397>

Question 696

A marketing group for an office supply company meets with their supervisor on the first Friday of every month to review their advertising programs and promotional activities. This group is an example of a(n) _____.

- A) project/task force
- B) autonomous work group
- C) committee
- D) command group

Answer: <https://biology-forums.com/index.php?topic=704441>

Question 697

Which of the following, if true, would suggest that the company should concentrate on its opportunities?

- A) Employees have become complacent after a few successful campaigns, are highly demotivated, and lack creativity.
- B) The company has no competitors due to high entry barriers.
- C) Despite innovative technology and the Internet, employees continue to use traditional animation techniques to create ads.
- D) The managers make sure they get the best talent in the market, even if they have to pay a high price for it.

Answer: <https://biology-forums.com/index.php?topic=704021>

Question 698

The term _____ refers to any person in an organization without regard to that individual's role in it.

- A) member
- B) manager
- C) management
- D) union

Answer: <https://biology-forums.com/index.php?topic=703695>

Question 699

In which of the following organizations will strategic controls work the best?

- A) in a company designing the user interface of mobile phones, where every month the technology improves and new competitors enter the market
- B) in a company that provides counseling services to corporate clients and has infrequent performance audits
- C) in an iron and steel industry whose business prospects depend largely on the ups and downs of the construction industry
- D) in a hotel chain where customer satisfaction and volatile money market determines the number and type of clientele

Answer: <https://biology-forums.com/index.php?topic=704875>

Question 700

Statistical process control is a TQM employee empowerment tool.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704723>

Question 701

U.S. firms must abide by the same nondiscrimination laws relative to their U.S. personnel overseas as their U.S. employees residing in the U.S.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703681>

Question 702

Textronic Technologies, a large software company, believes that close supervision is not essential to manage the software developers. The company wants to find an alternative for using direct supervisors to manage the engineers. Which of the following techniques can the company use to achieve this goal?

- A) The company can reduce the number of leaders by forming large teams.
- B) The company can hire employees with high levels of formal education.
- C) The company can use formal operational procedures and systems.
- D) A functional or vertical organizational structure can be used by the company.

Answer: <https://biology-forums.com/index.php?topic=704290>

Question 703

N&S Corp. is opening a new branch in a nearby city and the HR team is debating the various methods of generating job candidates. Which of the following will weaken the case for using employee referrals?

- A) The new office is tapping a new market and deals with a completely new set of clients.
- B) Current employees understand the organization, its culture, and the particular job that needs to be filled.
- C) The new office will spearhead N&S's venture into a new industry and will operate very differently from the present systems.
- D) Most employees in the present office have the skills required to perform well in the new branch.

Answer: <https://biology-forums.com/index.php?topic=703716>

Question 704

It is easier to gauge the outcome of a plan if it was expected to _____.

- A) achieve greater employee commitment levels
- B) enhance the company's public image
- C) reduce the firm's susceptibility to environmental uncertainty
- D) improve the firm's financial performance

Answer: <https://biology-forums.com/index.php?topic=704110>

Question 705

Ted is a manager at the strategic business unit level of his organization. Which of the following would be one of his responsibilities?

- A) determining the activities to be performed to meet customer expectations
- B) deciding whether to expand operations in Brazil
- C) facilitating the achievement of the competitive plan of the business
- D) ensuring coordination across different departments of business

Answer: <https://biology-forums.com/index.php?topic=704089>

Question 706

Which of the following is true about a divisional structure?

- A) Organizing various product families within a division can increase functional duplication.
- B) It ensures that division objectives are well aligned with corporate objectives.
- C) It reduces economies of scale for the firm's functional activities.
- D) Cross-regional coordination within product families and within the division is often easier.

Answer: <https://biology-forums.com/index.php?topic=705110>

Question 707

Ethnocentricity tends to hurt managerial effectiveness, especially in culturally diverse contexts.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703839>

Question 708

Leadership that motivates followers to ignore self-interests and work for the larger good of the organization to achieve significant accomplishments is called _____ leadership.

- A) transactional
- B) informative
- C) consultative
- D) transformational

Answer: <https://biology-forums.com/index.php?topic=704274>

Question 709

The growth of the Internet has increased the importance of human capital.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703652>

Question 710

A plant manager in a small factory wants to raise workforce morale. Upon inquiry, she finds out that the working conditions at the plant are safe, clean, and pleasant and that recent expansion of the workforce has assured employees of job security. Which of the following actions should the manager take to ensure that the "belongingness" needs in Maslow's hierarchy are satisfied?

- A) set up after-work activities, such as a softball team, to allow more social interaction
- B) pay bonuses to workers who achieve specified goals
- C) arrange training sessions to boost the skills of workers who show talent in a particular area
- D) publicly praise those workers who have been most productive

Answer: <https://biology-forums.com/index.php?topic=704344>

Question 711

McKinsey discovered that performance declined when many of their clients implemented new strategic plans because the strategies were _____.

- A) not designed, recommended, and reviewed by McKinsey consultants
- B) implemented within old structures, cultures, skills, styles, and staff
- C) executed without sufficient studies of the competitive environment
- D) not developed organically within the company

Answer: <https://biology-forums.com/index.php?topic=704040>

Question 712

Seth Craig, a senior manager in a financial consulting firm, is interviewing candidates for the position of accounting executive. He has short-listed three candidates—Kenneth, Nora, and Lance—for the final round of interview. Seth is well aware that Lance has had performance problems in his previous job, but still favors him for this position. Which of the following is most similar to this situation?

- A) Leander favors Janis for the position of product manager because she has graduated from a highly reputed business school under full scholarship. Leander is aware that Janis does not have sufficient experience, but does not think that is important.
- B) Tender, a toy manufacturing firm, uses a traditional supply chain to market its products. It realizes that the sales of its products have dipped significantly in one of the areas of the city. Conducting marketing research reveals that its competitors deal directly with customers, which allows them to provide attractive offers to customers. Tender decides to pursue disintermediation, dealing directly with its customers, before it starts losing marketing share.
- C) Quest Inc., a mobile phone manufacturer, is losing market share. Austin, a senior marketing manager, consults a marketing research firm to identify the problem. The market research analysis report by the firm suggests that Quest lacks product innovation and after-sales support. Austin is aware that his research department needs improvement and his customer-service agents lack interpersonal skills, but forms his own team to conduct a market research again, because he does not like the research firm's report.
- D) Roselyn, an HR executive working for a construction equipment manufacturing firm, has 300 applicants for a sales manager's opening in her firm. She needs to close this position by the end of the week and decides to eliminate any applicant with less than 5 years of sales experience. She is aware that she might miss out on good candidates if she takes this route, but is helpless due to time constraints.

Answer: <https://biology-forums.com/index.php?topic=704663>

Question 713

The supply chain consists of a set of key activities that directly produce (or support the production of) the products or services that a firm offers to its customers.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703965>

Question 714

Which of the following statements is true about individual and group decision making?

- A) When choosing alternatives, individual effort often leads to greater acceptance of the final outcome.
- B) When implementing a choice, group responsibility is generally superior to individual responsibility.
- C) When evaluating alternatives, group judgment is often superior to individual judgment.
- D) When identifying alternatives, group efforts ensure that different and unique solutions are identified.

Answer: <https://biology-forums.com/index.php?topic=704675>

Question 715

Altdoor International Corp. manufactures and markets commercial trucks, buses, diesel engines, and military vehicles. The company manufactures the engines and assembles the vehicles from a large factory located in southern California. Lynn is the supervisor of one of the teams that function in the production line and most of the tasks that the members perform are structured and routine. Lynn believes that the supportive leadership style is most suited to manage his team. Which of the following information, if true, would most support Lynn's belief?

- A) Lynn's team typically works on short-term projects with varying goals, though the tools and operations are the common ones.
- B) More than eighty percent of the employees in the team have five or more years of experience in performing the tasks.
- C) The team is composed of twenty-five young and enthusiastic employees who were selected and trained six months ago.
- D) Most members of the team are unskilled workers, and they often find it difficult to operate the complex machineries that the company installed recently.

Answer: <https://biology-forums.com/index.php?topic=704287>

Question 716

Brian, a senior manager in a logistics firm, has a democratic style of leadership. Brian is very approachable, and employees in his department are free to consult with him at any time. The culture in Brian's department is one of _____.

- A) low power distance
- B) gender focus
- C) economic development
- D) uncertainty avoidance

Answer: <https://biology-forums.com/index.php?topic=703896>

Question 717

When conducting an environmental analysis in a foreign country, two additional dimensions of the external environment that are typically examined are _____ environmental forces.

- A) educational and cultural
- B) military and governmental
- C) commercial and industrial
- D) institutional and physical

Answer: <https://biology-forums.com/index.php?topic=703994>

Question 718

Which of the following barriers to communication occurs at the organizational level?

- A) ethnocentrism
- B) frame of reference
- C) language
- D) hierarchical barriers

Answer: <https://biology-forums.com/index.php?topic=704585>

Question 719

A firm with _____ would most likely use global product divisions to manage foreign sales.

- A) low foreign sales and low product diversification
- B) low foreign sales and high product diversification
- C) high foreign sales and high product diversification
- D) high foreign sales and low product diversification

Answer: <https://biology-forums.com/index.php?topic=705147>

Question 720

Identify the most accurate description of the rational persuasion influence tactic.

- A) The agent uses logical arguments and factual evidence to show a proposal or request is feasible and relevant for attaining important task objectives.
- B) The agent explains how carrying out a request or supporting a proposal will benefit the target personally or help advance the target person's career.
- C) The agent seeks to establish the legitimacy of a request or to verify authority to make it by referring to rules, formal policies, or official documents.
- D) The agent offers to provide relevant resources and assistance if the target will carry out a request or approve a proposed change.

Answer: <https://biology-forums.com/index.php?topic=704250>

Question 721

What is the focus of executives at the business level?

Answer: <https://biology-forums.com/index.php?topic=704135>

Question 722

Which of the following is an advantage of using the EOQ model?

- A) provides information about which inventory items require the most attention
- B) increasing customer satisfaction by decreasing the time required to make and deliver the product or service
- C) helps managers make decisions about when and how much of a product to order
- D) improving productivity and quality by reducing labor and equipment time

Answer: <https://biology-forums.com/index.php?topic=704769>

Question 723

Which of the following is an example of a supervisory group?

- A) project groups in a college

- B) a car pool group
- C) a budget committee
- D) a clerical unit in a company

Answer: <https://biology-forums.com/index.php?topic=704440>

Question 724

Which of the following is true of strategic controls?

- A) They are unrelated to measures of organizational performance.
- B) They are most useful when operating environments are rough.
- C) They are least useful when the environment is uncertain.
- D) They are easy to implement even when exact measurement is difficult.

Answer: <https://biology-forums.com/index.php?topic=704874>

Question 725

_____ typically identify key factors that could affect the desired results and specify what different actions will be taken if changes in key events occur.

- A) Contingency plans
- B) Strategic plans
- C) Operational plans
- D) Tactical plans

Answer: <https://biology-forums.com/index.php?topic=704099>

Question 726

Briefly differentiate between transactional leadership and transformational leadership.

Answer: <https://biology-forums.com/index.php?topic=704300>

Question 727

_____ is a form of training in which a person works alongside someone who is skilled in a particular craft and is taught by that person.

- A) Work simulation
- B) Apprenticeship
- C) Micro-schooling
- D) Job sharing

Answer: <https://biology-forums.com/index.php?topic=703767>

Question 728

Which of the following is a dimension of national culture?

- A) economic development
- B) regulations
- C) uncertainty avoidance
- D) political stability

Answer: <https://biology-forums.com/index.php?topic=703897>

Question 729

From the perspective of social responsibility, shareholders are stakeholders.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703847>

Question 730

One of the driving forces behind the integration of tasks is _____.

- A) outsourcing
- B) localization
- C) interdependence
- D) unity of command

Answer: <https://biology-forums.com/index.php?topic=704178>

Question 731

Which of the following is a potential affective consequence of diversity within groups?

- A) innovation

- B) amount and quality of new ideas
- C) satisfaction
- D) decreased frequency of communication

Answer: <https://biology-forums.com/index.php?topic=704467>

Question 732

The optimal size for a group in the workplace _____.

- A) varies based on the types of tasks facing the group
- B) has a neutral effect on each member's level of participation
- C) increases exponentially as the organization grows
- D) refers to the largest number of people who can do the task

Answer: <https://biology-forums.com/index.php?topic=704460>

Question 733

In which of the following ways are product and customer structures similar?

- A) They both increase companies' ability to leverage global scale economies.
- B) They both boost responsiveness to changing market conditions.
- C) They both result in ambiguous lines of authority.
- D) They both increase the international orientation of all managers.

Answer: <https://biology-forums.com/index.php?topic=705105>

Question 734

Role conflict is a situation in which two members of a group are performing the same role.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704425>

Question 735

Which of the following is a type of control approach used under clan control?

- A) emphasis on detecting deviance
- B) stress on group consensus on goals
- C) strict adherence to rules and regulations
- D) formal and impersonal approach to control

Answer: <https://biology-forums.com/index.php?topic=704891>

Question 736

A key issue related to work centrality is the subordination of personal goals to the goals of a group.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704327>

Question 737

List the decision-making process according to the bounded rationality model.

Answer: <https://biology-forums.com/index.php?topic=704707>

Question 738

Sales of photocopy machines manufactured by Xenon Ltd. have declined substantially, resulting in lower revenues. Most members of the core executive group blame unrealistic goals for this outcome. Which of the following is the strongest counterargument for this?

- A) Cost of labor has increased slightly in the past year.
- B) Competitors of Xenon are also facing a similar problem.
- C) Broad-based participation was used in setting the standards.
- D) More revenue is being earned through service contracts than sales.

Answer: <https://biology-forums.com/index.php?topic=704863>

Question 739

Interim Money, Inc., an independent organization, sells ATMs, as well as owns, operates, and manages ATMs for independent financial institutions in the United States. The organization follows a vertical organizational structure, and managers at different levels are given different levels of authority to control employees. The managers at Interim money obtain _____ power due to the vertical structure and operations.

- A) referent

- B) expert
- C) information
- D) legitimate

Answer: <https://biology-forums.com/index.php?topic=704235>

Question 740

_____ is a term that refers to the tool used to quantify and allocate resources to specific activities.

- A) Accounting
- B) Budget
- C) Contingency plan
- D) Benchmarking

Answer: <https://biology-forums.com/index.php?topic=704111>

Question 741

In a flexible manufacturing system, _____ is the overall system's ability to absorb large-scale changes in volume, capacity, or capabilities.

- A) input-output flexibility
- B) station flexibility
- C) processing flexibility
- D) routing flexibility

Answer: <https://biology-forums.com/index.php?topic=704798>

Question 742

The Equal Pay Act of 1963 requires that employees of all races performing equal jobs receive equal pay.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703689>

Question 743

When the economy weakens, most companies consider adding new services or products.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704923>

Question 744

A medium is the message itself, not the method or means of transmitting the message.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704520>

Question 745

While _____ in the classical model, you need to determine which alternatives would produce minimally acceptable results, eliminate alternatives that are unlikely to achieve the minimally acceptable outcome, and examine the feasibility of the remaining alternatives.

- A) generating alternatives
- B) selecting alternatives
- C) analyzing alternatives
- D) developing objectives and criteria

Answer: <https://biology-forums.com/index.php?topic=704647>

Question 746

As a key distinguishing feature of the OD approach to organizational change, _____ focuses on new relationships.

- A) individual enhancement activity
- B) organizational renewal
- C) behavioral process orientation
- D) benchmarking

Answer: <https://biology-forums.com/index.php?topic=705028>

Question 747

When a company _____ a foreign country, it makes a direct investment to establish a business that it solely owns and controls there.

- A) purchases a local firm to enter

- B) enters into a licensing arrangement with
- C) exports goods to
- D) creates a new, wholly-owned subsidiary in

Answer: <https://biology-forums.com/index.php?topic=703921>

Question 748

Preston rejects Jose for the position of customer-relations manager because of his perception that Mexicans are disloyal. This is an example of _____.

- A) stereotyping
- B) information bias
- C) uncertainty absorption
- D) cognitive complexity

Answer: <https://biology-forums.com/index.php?topic=704656>

Question 749

How can measurement of performance be facilitated?

- A) by setting concrete standards
- B) by providing major incentives
- C) by imitating rival's methods
- D) by reducing hours of work

Answer: <https://biology-forums.com/index.php?topic=704852>

Question 750

In an automobile sales unit, the manager had given 6 out of 7 car salesmen a bonus for good performance. Despite this, the unit kept underperforming in comparison to its counterparts. Which of the following is the most probable cause for this?

- A) The salesmen in this particular unit were very bright and persuasive.
- B) The car sales figures had dipped nationwide in the past year.
- C) The goals set by the manager for his salesmen were not high enough.
- D) The automobile company had launched a regional ad campaign with positive feedback.

Answer: <https://biology-forums.com/index.php?topic=704887>

Question 751

A person from a high-context culture is likely to view the lack of change in communication style of individuals from low-context cultures as evidence of _____.

- A) immaturity
- B) sophistication
- C) dedication
- D) sincerity

Answer: <https://biology-forums.com/index.php?topic=704594>

Question 752

In the classical model of decision making, the _____ asserts that managers choose the alternative that they believe maximizes the desired outcome.

- A) bounded rationality model
- B) retrospective decision model
- C) subjectively expected utility model
- D) administrative model

Answer: <https://biology-forums.com/index.php?topic=704648>

Question 753

Which of the following statements is true about using physical testing as a selection method?

- A) Physical tests can only test current illnesses or capacity; they cannot be used to test for potential problems.
- B) Drug testing is not permissible unless the firm can demonstrate that it is a bona fide occupational qualification.
- C) Physical tests cannot be used unless the requirements being screened relate to job performance.
- D) Physical exams cannot be used as a method to reduce insurance claims.

Answer: <https://biology-forums.com/index.php?topic=703744>

Question 754

Capacity planning for operations managers is a routine activity with little risk.

- A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=704729>

Question 755

According to Frederick Herzberg, _____ are elements associated with conditions surrounding the job and are not directly related to the doing of a job.

- A) environmental factors
- B) economic factors
- C) hygiene factors
- D) motivators

Answer: <https://biology-forums.com/index.php?topic=704349>

Question 756

What is the difference between positive reinforcement and negative reinforcement?

Answer: <https://biology-forums.com/index.php?topic=704406>

Question 757

Which of the following is true about the economic development of an institutional environment?

- A) Developing economies tend to have more effective capital markets than developed economies.
- B) Developed economies tend to be larger than less-developed or emerging economies.
- C) Economies that are not highly developed but are growing rapidly are classified as developing economies.
- D) Developed economy countries have rapidly growing economies.

Answer: <https://biology-forums.com/index.php?topic=703885>

Question 758

Which of the following is true of operations managers?

- A) They perform their duties while minimizing costs.
- B) They are in charge of product quantity not quality.
- C) They use a single technique to ensure timely delivery.
- D) Their objectives have no direct cost implications.

Answer: <https://biology-forums.com/index.php?topic=704744>

Question 759

As firms gain more experience operating in international markets, they prefer to enter markets that have institutional environments and cultures similar to their own.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703870>

Question 760

Just-in-time (JIT) systems are used to manage and control inventory systems in order to ensure the timely delivery of products or services and all related inputs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704735>

Question 761

Explain Maslow's need hierarchy.

Answer: <https://biology-forums.com/index.php?topic=704399>

Question 762

Rick was hired as the director of a company manufacturing refrigerators at a time when the company was financially unstable. After analyzing the market carefully, Rick decided to change their marketing strategy. Rick's sound judgment did the trick, and the company turned around and became profitable within two years. What managerial skill did Rick show?

- A) conceptual skills
- B) interpersonal skills
- C) technical skills
- D) communication skills

Answer: <https://biology-forums.com/index.php?topic=703820>

Question 763

_____ refer to inventory management and control systems that ensure the timely delivery of a product or service and related inputs.

- A) Statistical process control techniques
- B) Just-in-time systems
- C) Supply-chain systems
- D) Continuous improvement mechanisms

Answer: <https://biology-forums.com/index.php?topic=704771>

Question 764

Which of the following technologies provides the greatest degree of richness in communications carried out by participants located at great distances from each other?

- A) mobile telephony
- B) videoconferencing
- C) electronic mail
- D) social network sites

Answer: <https://biology-forums.com/index.php?topic=704559>

Question 765

Controlling is important but not a necessary managerial function.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703666>

Question 766

_____ is a process theory that, in part, describes how to increase an individual's sense of self-efficacy, thus increasing motivation.

- A) Herzberg's two-factor theory
- B) Equity theory
- C) Vroom's expectancy theory
- D) Social cognitive theory

Answer: <https://biology-forums.com/index.php?topic=704371>

Question 767

A sales manager announces that all weekly sales reports must be submitted via e-mail, rather than hardcopy. However, some of the veteran staff members are still putting their reports in the manager's office mailbox. Which of the following would be the least effective way of winning over those who are resistant to this change?

- A) stressing that younger staff members have no problem e-mailing their reports
- B) explaining how electronic submissions save time, paperwork, and money
- C) providing all required hardware, software, and training
- D) praising staff when they successfully submit their reports electronically

Answer: <https://biology-forums.com/index.php?topic=704974>

Question 768

A highly cohesive group is more likely to reject any deviance from its norms, even if it represents creative ideas that could ultimately be useful to the group.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704429>

Question 769

IBF Industries, Inc. is a leading manufacturer and marketer of skin care and solar filters in the United States. The company is a market leader in the U.S., and the demand for its products has been static over the last five quarters. In order to achieve better growth, the management is now planning to develop its business by entering the Canadian market. Which of the following information, if true, would most support the management's decision to develop the market?

- A) The asset prices in Canada, such as homes and financial assets, have been decreasing for the last ten months.
- B) The Canadian online census conducted in the year 2011 showed that the number of people in Canada over age 60 would increase by over 30 percent in five years.
- C) The per capita income and the average purchasing power of the people in Canada have increased by two percent in last six months.
- D) The unemployment rate and unemployment benefit claims in Canada are reported to be higher than last year.

Answer: <https://biology-forums.com/index.php?topic=704945>

Question 770

Supervisory structure is a type of strategic control based on the organization's overall approach to utilizing its human resources.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704837>

Question 771

Which of the following is true about cost leadership strategy?

- A) Firms using this strategy charge slightly higher than industry-average prices.
- B) In this strategy, firms seek to make their product or service different from those of competitors.
- C) One of the ways of achieving cost leadership is by using special technology.
- D) The key to this strategy is to add value at a cost that produces a superior margin.

Answer: <https://biology-forums.com/index.php?topic=704027>

Question 772

In a classical model, once you have identified a problem or opportunity, the next step is to _____.

- A) select feasible alternatives
- B) analyze the alternatives generated
- C) determine the criteria for selecting among the alternatives to deal with it
- D) generate alternatives that achieve the results you want

Answer: <https://biology-forums.com/index.php?topic=704644>

Question 773

Penelope is the owner of a small-scale business. She has worked as a vice president in a large multinational company after graduating from a reputable university. After starting her own business, Penelope earns much lesser than what she used to earn before. However, she always had the desire to become an entrepreneur and is highly enthusiastic about attaining that goal. She displays high levels of energy and works day in and day out to achieve her goals. Which of the following traits is most evident in Penelope?

- A) emotional maturity
- B) motivation to lead
- C) drive to succeed
- D) emotional intelligence

Answer: <https://biology-forums.com/index.php?topic=704259>

Question 774

In large organizations, strategic plans are typically developed at the _____ level.

- A) operational
- B) functional
- C) business
- D) corporate

Answer: <https://biology-forums.com/index.php?topic=704093>

Question 775

_____ is a management philosophy that involves a commitment from all levels of employees to continually strive to make improvements and satisfy customers.

- A) Capacity planning
- B) Just-in-time systemization
- C) Total quality management
- D) Statistical process control

Answer: <https://biology-forums.com/index.php?topic=704746>

Question 776

Which of the following situations can be seen as an application of leader-member exchange (LMX) theory?

- A) Arnold, the factory manager of a manufacturer, continually attempts to maintain a good relationship with the factory workers.
- B) A manager continually attempts to accomplish operational efficiency by rewarding only the better performers.
- C) Sara, operations manager of a firm, successfully persuades employees to do well by offering rewards in exchange of good performance.
- D) Ronald, the manager of a pharmaceutical company, performs a part of the operational tasks all by himself

Answer: <https://biology-forums.com/index.php?topic=704282>

Question 777

To succeed when pursuing a _____, there must be significant differences among the firm's target customers or among geographical segments of its customers.

- A) competitive strategy
- B) leveraged strategy
- C) focus strategy
- D) global strategy

Answer: <https://biology-forums.com/index.php?topic=704035>

Question 778

A manager at a local bookstore is about to allocate extra floor space to an espresso counter when a new coffee shop opens next door. He stops implementation of his plan and instead looks into opening a juice bar. This an example of which of the following?

- A) sequence and timing
- B) management by objectives
- C) successful budgeting
- D) real-time adjustment

Answer: <https://biology-forums.com/index.php?topic=704108>

Question 779

The _____ requires a manager to start with the previous year's budget and then present arguments for why the upcoming year's budget should be increased or decreased.

- A) zero-based budgeting approach
- B) income-based budgeting approach
- C) incremental budgeting approach
- D) performance-based budgeting approach

Answer: <https://biology-forums.com/index.php?topic=704115>

Question 780

Name the five industry and competitor forces that can significantly influence the performance of organizations within an industry.

Answer: <https://biology-forums.com/index.php?topic=704048>

Question 781

Which of the following is a content theory of motivation?

- A) equity theory of motivation
- B) Herzberg's two-factor theory
- C) social cognitive theory
- D) Vroom's expectancy theory

Answer: <https://biology-forums.com/index.php?topic=704336>

Question 782

What factors, or core categories, impact environmental complexity?

Answer: <https://biology-forums.com/index.php?topic=705175>

Question 783

A T-group is related to which of the following approaches to planned change?

- A) reengineering
- B) process redesign
- C) organizational learning
- D) organizational development

Answer: <https://biology-forums.com/index.php?topic=705020>

Question 784

Which of the following leads to cost reduction?

- A) productivity
- B) customer satisfaction
- C) high demand
- D) excess inventory

Answer: <https://biology-forums.com/index.php?topic=704778>

Question 785

Regardless of cost, performance measurement should always be comprehensive.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704827>

Question 786

Technology and the attitudes of subordinates are considered to be the _____ of managerial jobs.

- A) requirements
- B) choices
- C) demands
- D) constraints

Answer: <https://biology-forums.com/index.php?topic=703804>

Question 787

If a country's laws related to intellectual property rights are weak, then firms with valuable technologies will be reluctant to bring them into that country.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703864>

Question 788

A transnational organization tries to be simultaneously centralized and decentralized.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703875>

Question 789

Which of the following is a "push" force of motivation?

- A) preset goals for completing a task
- B) rewards and compensation
- C) availability of training and job status
- D) pressure for high levels of output

Answer: <https://biology-forums.com/index.php?topic=704329>

Question 790

_____ is an individual's tendency to highlight the positive features of their implicit favorite over the alternatives.

- A) Perceptual distortion
- B) Selective perception
- C) Rational ignorance
- D) Cognitive complexity

Answer: <https://biology-forums.com/index.php?topic=704668>

Question 791

Briefly differentiate between personal power and position power.

Answer: <https://biology-forums.com/index.php?topic=704295>

Question 792

According to Mintzberg, the informational roles of a manager are derived from the network of contacts that he or she has built up and maintained.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703674>

Question 793

According to the force field analysis, equilibrium occurs when _____ of change are balanced with _____ of change resulting in a relatively steady state.

- A) external forces; internal forces
- B) maintenance forces; corrective forces
- C) demographic forces; societal forces

D) driving forces; restraining forces

Answer: <https://biology-forums.com/index.php?topic=704981>

Question 794

What is control within the context of organizations?

Answer: <https://biology-forums.com/index.php?topic=704910>

Question 795

Which of the following is as costly as having excess unused inventory?

- A) not being able to reach products to customers when required
- B) holding just enough inventory for adequate supply
- C) not having enough storage space for inventory
- D) holding parts in a static industry

Answer: <https://biology-forums.com/index.php?topic=704768>

Question 796

The basic components of _____ are effort, performance, and outcomes.

- A) expectancy theory
- B) goal-setting theory
- C) equity theory
- D) social cognitive theory

Answer: <https://biology-forums.com/index.php?topic=704367>

Question 797

It is Christmas and Lora and her parents are shopping. Lora's attention is caught by a pair of Levi's jeans, which she immediately likes. Although there are several other brands available in the shelf and Levi's is comparatively expensive, Lora insists that Levi's jeans are better in quality and design. She manages to convince her parents that her choice is the best and buys the pair. This is an example of _____.

- A) selective perception
- B) cognitive complexity
- C) uncertainty absorption
- D) perceptive distortion

Answer: <https://biology-forums.com/index.php?topic=704669>

Question 798

A sudden challenge to the group can create specific and vivid responses that form the basis for how members should be expected to respond in the future. These are known as imported behaviors.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704428>

Question 799

Identify the question that managers at the strategic business unit (SBU) level would attempt to address.

- A) "Who are our direct competitors?"
- B) "What industries should we get into or out of?"
- C) "What resources should be allocated to each of the businesses?"
- D) "What activities does my unit need to perform well in in order to meet customer expectations?"

Answer: <https://biology-forums.com/index.php?topic=704087>

Question 800

The administrative model is also known as the _____.

- A) bounded rationality model
- B) rational model
- C) retrospective decision model
- D) implicit favorite model

Answer: <https://biology-forums.com/index.php?topic=704659>

Question 801

The task significance theory predicts the methods that dissatisfied employees will use to remedy their feelings that others are "doing better" than they are.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704314>

Question 802

Which of the following is a valid observation about organizational leadership?

- A) Leadership expectations are at the same level for all categories of employees.
- B) Anyone in an organization can exhibit leadership behaviors.
- C) Use of coercion is an approach used by effective leaders to handle critical situations
- D) Designation of a leadership position is essential to exhibit leadership behaviors.

Answer: <https://biology-forums.com/index.php?topic=704226>

Question 803

Which of the following is an external motivational force?

- A) goals
- B) attitudes
- C) needs
- D) rewards

Answer: <https://biology-forums.com/index.php?topic=704330>

Question 804

What are the sociocultural forces in the general environment?

Answer: <https://biology-forums.com/index.php?topic=704046>

Question 805

Which of the following is true for assessment centers?

- A) They are time- and resource-intensive selection tools.
- B) They focus on conducting personality tests of job candidates to find out if they work well with teammates.
- C) They avoid using work sampling and simulation techniques.
- D) They are a cost-effective selection method for employees moving up within a firm.

Answer: <https://biology-forums.com/index.php?topic=703740>

Question 806

A company is likely to use a "local approach" to doing business abroad if the benefits from location-specific differentiation and adaptation are significant and economies of scale are small.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704164>

Question 807

The Six Sigma approach mainly focuses on hitting a target average for eliminating defects and enhancing quality.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704727>

Question 808

Which of the following is an internal force of change for a company?

- A) technological developments
- B) managerial decisions
- C) demographic shifts
- D) economic conditions

Answer: <https://biology-forums.com/index.php?topic=704943>

Question 809

Which of the following statements is true about the maturity stage of leader-member relationships?

- A) Amounts of reciprocal influence are limited during this stage.
- B) Quality of leader-member exchange is the highest during this stage.
- C) Leaders and followers focus on self-interest during this stage.
- D) Relationship-building focuses on role-making rather than role finding.

Answer: <https://biology-forums.com/index.php?topic=704280>

Question 810

Briefly describe the basic model of communication.

Answer: <https://biology-forums.com/index.php?topic=704608>

Question 811

A firm that is good at organizational learning is said to be _____.

- A) using information technology to play a central role in the change effort
- B) emphasizing planned efforts focusing on people and their interrelationships in organizations
- C) skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to accommodate changes.
- D) redesigning a firm's processes to achieve dramatic improvements

Answer: <https://biology-forums.com/index.php?topic=705039>

Question 812

Employee referrals are least effective as a recruiting strategy when _____.

- A) the firm seeks candidates who are significantly different from current employees
- B) employees are friends with the potential applicants
- C) employees are not as well compensated as the new recruits will be
- D) the firm seeks candidates who can perform the same functions as current employees

Answer: <https://biology-forums.com/index.php?topic=703714>

Question 813

Managers should take reinforcing action when actual performance is worse than expected and corrective action when actual performance is better than expected.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704828>

Question 814

Which of the following is the best definition of a valid selection technique?

- A) It is a technique that does not discriminate between candidates on the basis of race, religion, or gender.
- B) It is a screening process that differentiates those who would be successful in a job from those who would not.
- C) It is a technique that has been approved by the Labor Department.
- D) It is a technique that is designed to eliminate employer bias in selecting candidates.

Answer: <https://biology-forums.com/index.php?topic=703720>

Question 815

Scott Refinery, based in Washington, processes approximately three hundred thousand barrels of crude oil a day. Which production process does it follow?

- A) small batch processes
- B) continuous flow production
- C) assembly-line processes
- D) job shops

Answer: <https://biology-forums.com/index.php?topic=704795>

Question 816

The term _____ refers to the incremental and breakthrough improvements in the way an organization does business.

- A) computer-aided engineering
- B) electronic data interchange
- C) continuous process improvement
- D) statistical process control

Answer: <https://biology-forums.com/index.php?topic=704750>

Question 817

What is the benefit of having precontrol of operations?

- A) It reduces the need for control at the later stages.
- B) It ensures that the product is ready for the consumers.
- C) It provides immediate feedback for the production process.

D) It controls the quality of the transformation process.

Answer: <https://biology-forums.com/index.php?topic=704897>

Question 818

Which of the elements of continuous process improvement examines the critical sequences and seeks to maximize the objective.

- A) objectives
- B) metrics
- C) capabilities
- D) design

Answer: <https://biology-forums.com/index.php?topic=704752>

Question 819

Which of the following pieces of information would most indicate that a company's assets are mainly intangible?

- A) The company is primarily service and information oriented.
- B) The company operates on a global basis.
- C) Plant and equipment contribute most to the company's output.
- D) The company has a diverse workforce.

Answer: <https://biology-forums.com/index.php?topic=703690>

Question 820

An individual becomes powerful if he is able to give others the rewards they want. The power obtained in this manner is a form of _____ power.

- A) expert
- B) situation
- C) referent
- D) position

Answer: <https://biology-forums.com/index.php?topic=704239>

Question 821

Force field analysis suggests that increasing the driving forces of change is the best way to bring about organizational change.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704937>

Question 822

Identify the organizational level where managers would focus on how to facilitate the achievement of the competitive plan of a business.

- A) business level
- B) functional level
- C) strategic level
- D) corporate level

Answer: <https://biology-forums.com/index.php?topic=704090>

Question 823

_____ is a motivation theory proposing that individuals will compare their circumstances to those of others and that such comparisons may motivate certain kinds of behavior.

- A) Social cognitive theory
- B) Equity theory
- C) Herzberg's two-factor theory
- D) Expectancy theory

Answer: <https://biology-forums.com/index.php?topic=704355>

Question 824

The retrospective decision model is also known as the _____.

- A) implicit favorite model
- B) bounded rationality model
- C) rational model
- D) administrative model

Answer: <https://biology-forums.com/index.php?topic=704667>

Question 825

Formal organizations often widen a supervisor's span of control.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704151>

Question 826

The tools and techniques of operations management do not apply to service firms or service activities.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704716>

Question 827

According to Michael Porter, primary value chain activities involve _____.

- A) acquiring, training, evaluating, compensating, and developing human resources
- B) expertise and the tools or equipment related to the exercise of that expertise
- C) creating a product or service and distributing it to customers
- D) planning, finance, accounting, legal activities, and government relations

Answer: <https://biology-forums.com/index.php?topic=704003>

Question 828

An autonomous group has no formally appointed supervisor but the members coordinate their organizational work as if they all report to the same formally appointed supervisor.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704430>

Question 829

Which of the following is a potential cognitive consequence of diversity within groups?

- A) conflict within the group
- B) amount and quality of new ideas
- C) increased frequency of communication outside the group
- D) identification with the group

Answer: <https://biology-forums.com/index.php?topic=704468>

Question 830

"I hate Irish men because they are drunkards." This statement is an example of _____.

- A) selective perception
- B) information bias
- C) stereotyping
- D) cognitive complexity

Answer: <https://biology-forums.com/index.php?topic=704657>

Question 831

Which of the following is important for a manager to do in the refreezing phase of organizational change in addition to providing positive reinforcement to the employees?

- A) supply resources
- B) provide feedback
- C) build momentum
- D) explain desired goals

Answer: <https://biology-forums.com/index.php?topic=704980>

Question 832

Proponents of the balanced scorecard approach to control assert that it _____.

- A) simplifies the design and implementation of control measures
- B) takes a retroactive approach to designing organizational controls
- C) focuses on financial ratios and budgetary controls in order to improve profits
- D) links measures of organizational success more closely to strategic objectives

Answer: <https://biology-forums.com/index.php?topic=704903>

Question 833

The term media richness is used to classify different media according to their cost-benefit ratio.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704525>

Question 834

The _____ role of a manager involves influencing or directing others.

- A) liaison
- B) figurehead
- C) monitor
- D) leader

Answer: <https://biology-forums.com/index.php?topic=703753>

Question 835

Change is typically stimulated when something is anticipated to change or actually changes in the environment.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704933>

Question 836

When managers are called upon to make accommodations with other units or other organizations, they are functioning in the _____ role.

- A) liaison
- B) negotiator
- C) spokesperson
- D) figurehead

Answer: <https://biology-forums.com/index.php?topic=703791>

Question 837

Which of the statements is true of cultural barriers to communication?

- A) The greater the cultural differences between sender and receiver, the greater the ease in communicating.
- B) The industry of an organization has no influence on its internal culture.
- C) Culture cannot exist without communication, but human communication occurs outside a cultural context as well.
- D) The intended meaning of a message is more likely to be transferred if the sender and receiver share the same culture.

Answer: <https://biology-forums.com/index.php?topic=704592>

Question 838

_____ is the extent to which tasks are divided into subtasks and performed by specialists.

- A) Decentralization
- B) Differentiation
- C) Interdependence
- D) Formalization

Answer: <https://biology-forums.com/index.php?topic=704171>

Question 839

Which of the following is true of TQM?

- A) It requires only the managers of an organization to commit to it.
- B) It checks for quality control post-production.
- C) It is not a part of any organizational culture.
- D) It uses both quantitative and nonquantitative techniques.

Answer: <https://biology-forums.com/index.php?topic=704747>

Question 840

Retail managers can use _____ to determine which inventory items require the most attention.

- A) ABC analysis
- B) EOQ modeling
- C) CSI factoring
- D) LIFO analysis

Answer: <https://biology-forums.com/index.php?topic=704766>

Question 841

Refer to the scenario above. Which of the following best supports the firm's decision to use licensing as a strategy to enter the Chinese market?

- A) The firm has partnered with a local firm on mutually profitable terms.
- B) Cocoabeans has purchased a local firm to market its product in China because it does not want to give full rights to anyone else.
- C) Cocoabeans has little control over the sales of its products in the U.S. and is looking for the support of a local firm.
- D) Even though the company is experiencing profits, it cannot afford to take risks while investing in a foreign market.

Answer: <https://biology-forums.com/index.php?topic=703915>

Question 842

The profits of Dunkin' Donuts are down by a quarter. The management believes this is because of the high cost of the raw materials being used. Matt, the operations manager, should use the _____ model so that total inventory costs are minimized.

- A) IQA
- B) DLC
- C) EOQ
- D) TPM

Answer: <https://biology-forums.com/index.php?topic=704767>

Question 843

Orangetree has hired new employees following a campus recruitment drive. Tim and Sandy, the new employees, have the skills to do the job but lack experience in the work environment. Orangetree assigns two older employees in the same department to help Tim and Sandy get accustomed to the functioning of the organization. This is known as _____.

- A) apprenticeship
- B) job rotation
- C) mentoring
- D) job sharing

Answer: <https://biology-forums.com/index.php?topic=703765>

Question 844

Sarah is the business manager of a company manufacturing shoes. After a successful stint in the shoe industry, she begins to consider the viability of expanding the business to the leather bag industry. This is an example of _____.

- A) functional planning
- B) strategic planning
- C) tactical planning
- D) operational planning

Answer: <https://biology-forums.com/index.php?topic=703727>

Question 845

When mentoring, a guide or knowledgeable person higher up in the organization helps a new employee "learn the ropes" of the organization and provides other advice.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703661>

Question 846

_____ focus on the needs a person is trying to satisfy and the features of the work environment that seem to satisfy those needs.

- A) Process theories
- B) Situational theories
- C) Content theories
- D) Contingency theories

Answer: <https://biology-forums.com/index.php?topic=704335>

Question 847

People who live in countries that score high on individual orientations tend to _____.

- A) emphasize group membership
- B) value collective decisions
- C) exhibit emotional dependence on organizations
- D) emphasize and reward individual achievement

Answer: <https://biology-forums.com/index.php?topic=703903>

Question 848

Which of the following is true regarding the utilitarian approach to ethical decision making?

- A) Culture and religion do not influence one's judgment of what is good or bad.
- B) One should choose a course of action that can be applied to all people under all situations.
- C) It examines the moral standing of actions independent of their consequences.
- D) The "goodness" or "badness" of an outcome is often subjective.

Answer: <https://biology-forums.com/index.php?topic=705191>

Question 849

Which of the following views is consistent with Frederick Taylor's theory?

- A) The management should link workers' incentives to their performance.
- B) The management should bear in mind that workers function better when tasks are clearly assigned.
- C) Workers are best motivated by autonomy.
- D) Workers are most motivated by pay.

Answer: <https://biology-forums.com/index.php?topic=703717>

Question 850

Which of the following, if true, provides the best explanation of why consumers are willing to pay a premium price for Starbucks coffee?

- A) Starbucks has lower costs than its competitors.
- B) Starbucks differentiates itself through its product, service, and brand reputation.
- C) Starbucks has invested in the latest technology to increase production.
- D) Starbucks has achieved economies of scale.

Answer: <https://biology-forums.com/index.php?topic=704033>

Question 851

The chairperson of a budget committee at N&S falls ill and yields his position to a new hire who had served many years on the budget committee in her previous organization. The new chairperson's first act is to e-mail a new set of committee procedures to other members. In this case, the committee's norms are about to be affected most clearly by _____ and _____.

- A) early behaviors; explicitly stated standards
- B) early behaviors; critical events
- C) imported behaviors; early behaviors
- D) explicitly stated standards; imported behaviors

Answer: <https://biology-forums.com/index.php?topic=704476>

Question 852

Describe the differentiation strategy.

Answer: <https://biology-forums.com/index.php?topic=704053>

Question 853

Amounts of reciprocal influence are limited in a leader-follower relationship in the maturity stage.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704221>

Question 854

According to the job characteristics model, _____ is defined as the degree to which a job has a substantial impact on the lives of other people.

- A) autonomy
- B) task identify
- C) skill variety
- D) task significance

Answer: <https://biology-forums.com/index.php?topic=704357>

Question 855

Discuss proactive recognition, reactive recognition, and diagnosis within the context of recognizing and assessing the need for change.

Answer: <https://biology-forums.com/index.php?topic=705049>

Question 856

Generally, when a company institutes a change to counter that of a rival company, it is making a change in its _____.

- A) systems
- B) strategy
- C) staffing
- D) structure

Answer: <https://biology-forums.com/index.php?topic=704953>

Question 857

Due to the rise in the rates of obesity and lifestyle diseases like diabetes and hypertension, many people have begun opting for healthier diets. This has taken a toll on the fast food and beverage industry. This is an example of which of the following external forces of change?

- A) change in economic conditions
- B) change in legal and political issues
- C) change in technological developments
- D) change in societal attitudes

Answer: <https://biology-forums.com/index.php?topic=704947>

Question 858

Which of the following situations would be least likely to justify high control costs?

- A) nuclear power plants
- B) federal air traffic control agencies
- C) military weapons units
- D) customer service call centers

Answer: <https://biology-forums.com/index.php?topic=704907>

Question 859

The utilitarian approach to ethical decision making advocates making decisions based on moral principles rather than on the positive or negative consequences of an action.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703841>

Question 860

Walter works in the cutting department of a shoe manufacturing company. The workers in the department are required to cut out the skin of leather into pieces of various shapes using metal strip knives. This operation requires a high level of skill so as to avoid wastage of leather. Walter's working standards have reduced since the last 2 months. His supervisor approaches him to discuss his substandard performance. To avoid this confrontation again, Walter tries to achieve the required standards. Which of the following is most similar to the given scenario?

- A) Roger feels highly motivated following an interview with his manager, who praised his project report.
- B) Gary, an employee at a denim manufacturing company, receives a bonus for achieving the monthly production quota. This motivates him to try and increase his productivity even further.
- C) Following poor grades in his school exams, Frank's teacher requests a meeting with his parents. This causes Frank to work harder for better grades.
- D) Robin, an employee at Blueberry Interiors, stops making uninvited suggestions as he realizes that they are constantly being ignored.

Answer: <https://biology-forums.com/index.php?topic=704384>

Question 861

David McClelland's theory of acquired needs focuses on the inborn needs for power, achievement, and affiliation and how those needs become activated over time.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704310>

Question 862

Which of the following organizations has the least economies of scale?

- A) a unit making cameras
- B) a bespoke tailor
- C) an oil refinery
- D) a university class

Answer: <https://biology-forums.com/index.php?topic=704800>

Question 863

A manager in the _____ role not only receives information but also sends it.

- A) disseminator
- B) entrepreneurial
- C) monitor
- D) negotiator

Answer: <https://biology-forums.com/index.php?topic=703770>

Question 864

Leo coordinates group meetings. Which of the following actions would make him a devil's advocate?

- A) Leo focuses on challenging the decision that most of the group members agree on.
- B) Leo's primary job is to see that opposing group members do not get personal or violent during discussions.
- C) Leo focuses on providing relevant information to help group member make accurate decisions.
- D) Leo makes sure that the members of the group do not digress from the topic.

Answer: <https://biology-forums.com/index.php?topic=704686>

Question 865

Briefly explain the two types of personal powers.

Answer: <https://biology-forums.com/index.php?topic=704296>

Question 866

A construction company orders windows from one division of a manufacturing company and roofing from another division of the same company. To meet this customer's overall needs, the manufacturing company should exercise _____ interdependence.

- A) pooled
- B) reciprocal
- C) sequential
- D) intermittent

Answer: <https://biology-forums.com/index.php?topic=704179>

Question 867

Which of the following categories is included in the Maslow's hierarchy of needs?

- A) physiological needs
- B) growth
- C) existence
- D) relatedness

Answer: <https://biology-forums.com/index.php?topic=704339>

Question 868

Which of the following is most likely to be the content of an downward communication in an organization?

- A) questions
- B) suggestions
- C) feedback
- D) dissent

Answer: <https://biology-forums.com/index.php?topic=704570>

Question 869

Managers use capacity planning to _____.

- A) ensure that total inventory costs are minimized
- B) categorize items to produce a list of items that require the most control
- C) determine how much of a product or service a firm should be able to produce
- D) make decisions concerning how well a process is performing

Answer: <https://biology-forums.com/index.php?topic=704756>

Question 870

Briefly describe the barriers to communication encountered at the organizational level.

Answer: <https://biology-forums.com/index.php?topic=704612>

Question 871

During the forming stage of group development, group members build consensus on basic issues.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704421>

Question 872

Which of the following is an off-the-job training method?

- A) mentoring
- B) job rotation
- C) correspondence courses
- D) apprenticeship

Answer: <https://biology-forums.com/index.php?topic=703754>

Question 873

_____ involves manufacturing products in a firm's home country and shipping them to a foreign market.

- A) Exporting
- B) Outsourcing
- C) Strategic marketing
- D) Importing

Answer: <https://biology-forums.com/index.php?topic=703911>

Question 874

A potential hazard of the unintended use of extinction is that it can leave the interpretation of important situations in the hands of employees rather than under the control of the manager.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704324>

Question 875

The final step in the strategic management process is _____.

- A) internal analysis
- B) performance
- C) evaluation
- D) monitor the outcome

Answer: <https://biology-forums.com/index.php?topic=704043>

Question 876

Which of the following is similar to the given scenario?

- A) In a steel mill in Japan, all tasks take place only after careful planning. The managers proceed to make changes step by step. They believe this reduces risks to a minimum.
- B) Employees of an HR consultancy firm in Pakistan make sure everyone is at the table during lunch hour. This practice also helps them discuss alternatives and reach decisions collectively.
- C) In an accounting firm in Australia, the manager encourages individual thought process. He puts a high value on personal achievement.
- D) Players of the Manchester United soccer team revere their manager Sir Alex Ferguson and trust him completely with respect to team tactics and selection.

Answer: <https://biology-forums.com/index.php?topic=703893>

Question 877

Generally, the more _____ that exists within the organization, the more useful _____ are as an integration mechanism.

- A) task independence; rules
- B) task independence; values
- C) task independence; goals
- D) task interdependence; rules

Answer: <https://biology-forums.com/index.php?topic=704180>

Question 878

Give a general description of the negotiation process.

Answer: <https://biology-forums.com/index.php?topic=704613>

Question 879

Organizational change efforts focus on six areas. Are any of them present in this scenario?

Answer: <https://biology-forums.com/index.php?topic=705059>

Question 880

Charismatic leaders typically engage in impression management.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704216>

Question 881

Since reaching an agreement inherently involves communication, negotiation and communication are inseparably linked.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704536>

Question 882

List and explain strategies to improve problem formulation.

Answer: <https://biology-forums.com/index.php?topic=704714>

Question 883

Which one of the following is a benefit of zero-based budgeting?

- A) It requires less time to create than an incremental budgeting approach.
- B) Items that cannot be justified on their current merits will not be allocated money.
- C) Managers can rely on last year's budget to identify patterns.
- D) Expensive items can be justified based on their historical merits.

Answer: <https://biology-forums.com/index.php?topic=704120>

Question 884

_____ is the extent to which people's identities are self-oriented and people are expected to take care of themselves and their immediate families.

- A) Collectivism
- B) Individualism
- C) Power distance
- D) Uncertainty avoidance

Answer: <https://biology-forums.com/index.php?topic=703901>

Question 885

Monica, who is the manager of front desk services at Lincoln Inn, decides how many and which clerks to assign to each shift. She is performing the _____ role.

- A) resource allocator
- B) figurehead
- C) spokesperson
- D) disturbance handler

Answer: <https://biology-forums.com/index.php?topic=703789>

Question 886

Business-level managers typically are not involved in developing operational plans.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704062>

Question 887

What constraints are affecting Mr. McCoy's planning activities?

Answer: <https://biology-forums.com/index.php?topic=704196>

Question 888

_____ are cooperative arrangements between two firms in which they agree to share resources to accomplish a mutually desirable goal.

- A) Licensing arrangements
- B) Cross-border acquisitions
- C) Wholly-owned subsidiaries
- D) Strategic alliances

Answer: <https://biology-forums.com/index.php?topic=703917>

Question 889

Why is Dan Wilson resisting this change?

Answer: <https://biology-forums.com/index.php?topic=705063>

Question 890

Ruth belongs to a community where members have a strong feeling of involvement in each other's lives, as well as a strong feeling of loyalty and responsibility to their community. This community is an example of?

- A) gender focus
- B) collectivism
- C) avoidance
- D) power distance

Answer: <https://biology-forums.com/index.php?topic=703907>

Question 891

Within the context of organizations, control involves _____.

- A) tracking flow of transactions across different organizational departments
- B) arranging the organization's workforce in some sequence
- C) grouping of tasks into different organizational departments
- D) regulating activities and behaviors to accomplish specific organizational objectives

Answer: <https://biology-forums.com/index.php?topic=704845>

Question 892

High levels of certainty for both the problem formulation and the problem solution phases characterize the programmed decision-making process.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704626>

Question 893

Which one of the following is necessary if a firm is to maintain a competitive advantage?

- A) winning consistently over the short term in a competitive situation
- B) providing products and services of a superior value than those of competitors
- C) reproducing the successful actions of competitors
- D) charging a higher price than what competitors charge

Answer: <https://biology-forums.com/index.php?topic=703977>

Question 894

_____ expedites the management of complicated supply chain relationships and processes.

- A) Computer-aided manufacturing
- B) Electronic data interchange
- C) Internet relay chat
- D) Flexible manufacturing protocol

Answer: <https://biology-forums.com/index.php?topic=704803>

Question 895

The line managers at Harmony Corp. believe that the introduction of the customer care hotline facility has been a huge mistake. They are overwhelmed by the number of complaints that come in each day, most of which are due to faulty usage and not faulty products. The top executives at Harmony believe that the hotline will prove its worth over time. What inference can be drawn from this scenario?

- A) The dissatisfaction is due to pull of past competencies.
- B) The dissatisfaction is due to lack of capabilities.
- C) The dissatisfaction is due to lack of information.
- D) The dissatisfaction is due to nonimmediate results.

Answer: <https://biology-forums.com/index.php?topic=704977>

Question 896

The strengths and weaknesses of a company's business partners throughout the entire value network have little effect on the competitive position and advantage of the firm.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703967>

Question 897

_____ refers to the process of designing products to maximize their functionality and ease of production and to minimize their associated costs.

- A) Flexible manufacturing
- B) Just-in-time utilization
- C) Computer-aided manufacturing
- D) Designing for manufacturing

Answer: <https://biology-forums.com/index.php?topic=704802>

Question 898

In EduTech, a software company, the views and suggestions of managers are considered unquestionable and employees never go against what has been suggested by the managers. Sole authority rests in the hands of the managers. What is this an example of?

- A) individualism
- B) power distance
- C) uncertainty avoidance
- D) gender focus

Answer: <https://biology-forums.com/index.php?topic=703894>

Question 899

What is a product structure? What are its advantages and disadvantages?

Answer: <https://biology-forums.com/index.php?topic=705171>

Question 900

Which of the following defines a cross-functional team?

- A) a self-organized semi-autonomous team whose members determine, plan, and manage their day-to-day activities and duties
- B) a group of people who prepare for and respond to any emergency incident
- C) a team consisting of people from the same department formed to solve a problem within the department
- D) a work group composed of employees from different departments to work together on problem solving

Answer: <https://biology-forums.com/index.php?topic=704692>

Question 901

Pioneer Motors has a large production unit in Dakota that can produce 50 different car models depending on the demand. This organization has _____.

- A) design capacity
- B) work sampling
- C) statistical process control
- D) flexible manufacturing system

Answer: <https://biology-forums.com/index.php?topic=704799>

Question 902

Which of the following is a disadvantage of informal communication channels in an organization?

- A) Some of the messages passed through them are inaccurate and focus only on negative information.
- B) Informal communication channels are incompatible with advances in Internet and other modern communication technologies.
- C) Lateral communication is greatly hindered as messages are closely regulated by the organization.
- D) They carry only nonwork related information and are detrimental to organizational productivity.

Answer: <https://biology-forums.com/index.php?topic=704577>

Question 903

Which of the following is true for a globally focused organization?

- A) It strives to be simultaneously centralized and decentralized.
- B) They attempt to market a relatively standardized product across geographic markets.
- C) It allows a subsidiary to react quickly to changes in the marketplace.
- D) Managers can tailor strategies to local market conditions and demands.

Answer: <https://biology-forums.com/index.php?topic=703924>

Question 904

Which of the following types of plans is the least complex and rarely has a direct effect on other plans outside of the department or unit for which they were developed?

- A) operational plans
- B) tactical plans
- C) directional plans
- D) strategic plans

Answer: <https://biology-forums.com/index.php?topic=704083>

Question 905

Positive reinforcements used to motivate people in organizational settings are said to be equitable if they have some capacity to affect future performance.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704321>

Question 906

George works as a journalist in a media company. He often finds it difficult to obtain interviews from celebrities and other famous people. He gives excessive compliments to the celebrities and tries to impress them when requesting for interviews. Which influence tactic is George using?

- A) inspirational appeal
- B) legitimating
- C) collaboration
- D) ingratiation

Answer: <https://biology-forums.com/index.php?topic=704253>

Question 907

Reactor firms tend to believe that they are obligated to a variety of stakeholders.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703849>

Question 908

The ratio of return on investment (ROI) measures the profitability of a business unit by comparing _____ to _____.

- A) liquidity; liability
- B) inventory cost; inventory turnover
- C) activity; sales
- D) net profit before taxes; total assets invested

Answer: <https://biology-forums.com/index.php?topic=704878>

Question 909

Which of the following assessments carried out by the manager of a chain of used-car dealerships has the largest scope?

- A) deciding how much inventory to carry in each dealership and the whole company
- B) deciding on the appropriate number of sales staff for each dealership
- C) deciding upon suitable advertising for the next fiscal year
- D) deciding whether to start another dealership in an area with a growing population

Answer: <https://biology-forums.com/index.php?topic=704867>

Question 910

Which of the following controls the quality, quantity, and characteristics of the inputs into the production process?

- A) postcontrol
- B) precontrol
- C) reactive control
- D) concurrent control

Answer: <https://biology-forums.com/index.php?topic=704896>

Question 911

A(n) _____ involves having to make a choice between two competing but arguably valid options.

- A) ethical dilemma
- B) cognitive bias
- C) fallacy
- D) ethical lapse

Answer: <https://biology-forums.com/index.php?topic=703858>

Question 912

Within the context of McClelland's acquired needs theory, even though Coyle and Sandoz vary widely in their motivational tactics, is it possible that both supervisors could possess the same predominant need?

Answer: <https://biology-forums.com/index.php?topic=704409>

Question 913

Many nonbusiness organizations, especially governmental agencies, contract or expand in relation to economic conditions because external forces directly impact their budgets.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704924>

Question 914

Define cohesion. What factors may help create group cohesion?

Answer: <https://biology-forums.com/index.php?topic=704510>

Question 915

What are the primary organizational levels of a corporation?

- A) production, marketing, and administration
- B) corporate, business, and functional
- C) production, marketing, and sales
- D) finance, human resources, and operations

Answer: <https://biology-forums.com/index.php?topic=704084>

Question 916

Lateral communication is oriented toward _____—both formal and informal—that assist or affect coordination and joint problem solving.

- A) exchanging information
- B) reporting problems
- C) establishing goals
- D) asking questions

Answer: <https://biology-forums.com/index.php?topic=704571>

Question 917

The sales forecasts for the summer season for LocoPoco, a beverage company, indicated increased demand for its colas. However, the actual sales were 30 percent lower than expected. Which of the following could explain the apparent discrepancy above?

- A) The firm's advertising budget was slashed by 2 percent.
- B) Competitors launched a new brand of bottled water in the market.
- C) Forecasts were based on information derived from external sources.
- D) Research reports revealed that there are harmful additives in colas.

Answer: <https://biology-forums.com/index.php?topic=704130>

Question 918

What operational plans are evident in the scenario?

Answer: <https://biology-forums.com/index.php?topic=704139>

Question 919

What tactical plans are evident in this scenario?

Answer: <https://biology-forums.com/index.php?topic=704138>

Question 920

As the basic work units of an organization, _____ are relatively permanent groups and consist of a supervisor or manager and all those who report to that person.

- A) command groups
- B) project groups
- C) task forces
- D) committees

Answer: <https://biology-forums.com/index.php?topic=704437>

Question 921

What part of a SWOT analysis focuses on the internal environment?

- A) strengths and weaknesses
- B) strengths and opportunities
- C) opportunities and threats
- D) weaknesses and threats

Answer: <https://biology-forums.com/index.php?topic=704018>

Question 922

If a firm can earn _____, the firm is creating value for its shareholders.

- A) diminishing returns
- B) above-average returns
- C) market-average returns
- D) marginal returns

Answer: <https://biology-forums.com/index.php?topic=703983>

Question 923

The direction of a group's influence on the motivation of an individual in that group will likely depend on _____ of the group.

- A) the norms
- B) the mission
- C) the valence
- D) the cohesion

Answer: <https://biology-forums.com/index.php?topic=704394>

Question 924

TQM emphasizes "quality at the source," that is, quality inspection at all stages of production or service output.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704722>

Question 925

Managers need to focus on two basic dimensions of the technology environment: product and process changes.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703959>

Question 926

Which of the following statements is true of break-even point?

- A) It helps managers exercise control after the product has been created and is ready for marketing.
- B) It can be reached by selling very few units if the fixed costs are high.
- C) It is the point where the selling price minus variable cost exceeds the fixed costs of a unit.
- D) It cannot be used for control purposes in business organizations.

Answer: <https://biology-forums.com/index.php?topic=704883>

Question 927

The _____ of an organization is probably the most widespread tactical control system that the typical employee encounters.

- A) operating budget
- B) supervisory structure
- C) quantitative forecasting system
- D) human resource system

Answer: <https://biology-forums.com/index.php?topic=704888>

Question 928

As a person moves up in the organization, the relative importance of _____ decreases.

- A) emotional intelligence
- B) social intelligence
- C) technical skills
- D) conceptual skills

Answer: <https://biology-forums.com/index.php?topic=704266>

Question 929

The components of a mission statement include company philosophy, customers and markets, and geographic focus.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703957>

Question 930

As a teacher in a primary school in Scottsdale, Arizona, Ruth likes to make decisions that are independent of the school organization. She is dedicated to inculcating the habit of making choices in her students and places a high reward on personal achievement. This is an example of _____.

- A) uncertainty avoidance
- B) individualism
- C) collectivism
- D) power distance

Answer: <https://biology-forums.com/index.php?topic=703902>

Question 931

In which of the following cases will unstructured interviews be the most useful selection technique?

- A) Papercraft Ltd is looking for a Web site designer and needs test applicants to demonstrate their proficiency with designing software.
- B) Orangetree is holding walk-in interviews for a desk job and needs to eliminate half of the 200 applicants in the first interview round.
- C) N&S Ltd is in the process of recruiting a top-level manager and needs a person who can interact well with others.
- D) JEG needs an operator for the specialized machinery used on the shop floor and must decide from among ten candidates for the job.

Answer: <https://biology-forums.com/index.php?topic=703728>

Question 932

Groups suffering from groupthink assume that individuals who remain silent agree with them. This symptom of groupthink is known as _____.

- A) illusion of morality
- B) illusion of unanimity
- C) illusion of invulnerability
- D) self-censorship

Answer: <https://biology-forums.com/index.php?topic=704681>

Question 933

Job analysis focuses on a job's components, while job design is the process of determining which components ought to be put together and how they should be arranged to enhance performance.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703663>

Question 934

Discuss the ways that firms can enter new global markets.

Answer: <https://biology-forums.com/index.php?topic=703947>

Question 935

What is the central concept of Fiedler's leadership contingency theory?

- A) Leaders' attitudes toward their co-workers are more important than situational factors.
- B) Highly structured tasks do not offer a favorable situation for leaders.
- C) Relative degree of favorability of the situation for the leader is low when the leader has considerable position power.
- D) Leadership effectiveness depends on the type of leader and the relative degree of favorability of the situation.

Answer: <https://biology-forums.com/index.php?topic=704284>

Question 936

The causes of organizational change originate exclusively from internal forces.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704921>

Question 937

Kenneth is a manager for a content management firm. He realizes that the firm requires five technicians to maintain and update the firm's servers. Which of the following actions would suggest that Kenneth is developing objectives and criteria according to the classical model?

- A) Kenneth realizes that the firm's data storage capacity has to be doubled in the next six months.
- B) Kenneth decides to poach technicians from its competitor to understand its database management techniques.
- C) Kenneth selects twenty resumes from a job portal.
- D) Kenneth decides that these technician require 5 percent interpersonal skills, 50 percent technical knowledge, 15 percent motivation, and 30 percent problem solving ability.

Answer: <https://biology-forums.com/index.php?topic=704645>

Question 938

As a dimension of the external business environment in a foreign country, physical forces include rules, policies, and enforcement processes.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703963>

Question 939

Which of the following factors is the most important to be considered when choosing a medium based on its richness?

- A) cost of using the communication medium
- B) degree of potential ambiguity in the message
- C) level of comfort users have with the medium
- D) ease of use of the communication technology

Answer: <https://biology-forums.com/index.php?topic=704560>

Question 940

As the manager of a waste recycling company, Ruth has been asked to attend a seminar on green living. At the seminar, she spends considerable time interacting with her colleagues from the industry and discussing the various events and innovations that are taking place. Ruth feels it is extremely important for her to remain updated with the developments in the industry. She is playing the _____ role.

- A) monitor
- B) negotiator
- C) entrepreneurial
- D) liaison

Answer: <https://biology-forums.com/index.php?topic=703768>

Question 941

A manager of a local flower franchise is investigating her own company's strengths and weaknesses and comparing them with those of her competitors. She is operating at the _____ level.

- A) business
- B) corporate
- C) operational
- D) functional

Answer: <https://biology-forums.com/index.php?topic=704088>

Question 942

Within the context of the increasingly international environment in which organizations compete, contrast the global approach and the local approach to business.

Answer: <https://biology-forums.com/index.php?topic=705177>

Question 943

A manager's interpersonal and communication skills are essential to the process of allocating and coordinating resources to accomplish the required tasks of an organization.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703656>

Question 944

Explain "job design" in this scenario.

Answer: <https://biology-forums.com/index.php?topic=704201>

Question 945

Differentiate between precontrol and postcontrol of operations.

Answer: <https://biology-forums.com/index.php?topic=704916>

Question 946

Are Metal Craft's goals effective?

Answer: <https://biology-forums.com/index.php?topic=704144>

Question 947

List the general factors that influence a decision's quality. How do they influence a decision's quality?

Answer: <https://biology-forums.com/index.php?topic=704711>

Question 948

Companies in relatively stable and static environments can use rules effectively to achieve integration.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704149>

Question 949

In the "inside-out" approach of the strategic corporate social responsibility perspective, managers can look inside the company at issues that are more rather than less important as a function of the company's strategy and business activities.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703850>

Question 950

Which of the following forces for change was illustrated when workers at the Port of Los Angeles opposed the introduction of new cargo-handling technologies?

- A) global business influences
- B) employee preferences and pressures
- C) technological breakthroughs
- D) managerial decisions

Answer: <https://biology-forums.com/index.php?topic=704951>

Question 951

Swedish companies usually have a flat and team-oriented structure with few management levels. The result is a simple and direct decision-making process. In Swedish companies, the concept of personal responsibility is paramount. This is because Swedish companies have _____.

- A) gender focus
- B) low power distance
- C) high uncertainty avoidance
- D) collectivism

Answer: <https://biology-forums.com/index.php?topic=703900>

Question 952

Most businesses and many other organizations are likely to be insensitive to moves made by their direct competitors, especially those in response to changes in the market or customers' preferences.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704925>

Question 953

Gantt charts and PERT/CPM tools perform identical functions.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704738>

Question 954

Corporate-level strategy is the most important for achieving a competitive advantage.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703970>

Question 955

Redeem is a local microbrewery that is working on its methods of advertising, promoting, and selling its product. This is an example of _____.

- A) support activities in the value chain
- B) procurement activities in the value chain
- C) service activities in the value chain
- D) primary activities in the value chain

Answer: <https://biology-forums.com/index.php?topic=704004>

Question 956

Albert Bandura's social cognitive theory defines verbal persuasion as _____.

- A) potential energizing forces that can increase self-efficacy beliefs if the focus is directed to the task
- B) succeeding on a similar prior task and attributing that success to one's own capabilities rather than to luck or circumstances
- C) statements from others that convince a person that he or she can successfully perform the task
- D) gaining knowledge by observing how others perform a task and then modeling one's own behavior in a similar manner

Answer: <https://biology-forums.com/index.php?topic=704377>

Question 957

In which of the following cases will written tests be the most useful selection technique?

- A) N&S Corp. is conducting internal recruitment for a trainer for employees and needs a person who can interact well with others.
- B) Papercraft Inc. is looking for artists who can design and produce specialized gift items and has placed ads on several job portals.
- C) Orangetree is holding walk-in interviews and needs to eliminate at least half of the 200 candidates depending on their aptitude.
- D) JEG needs an operator for the specialized machinery used on the shop floor and must decide from among ten candidates for the job.

Answer: <https://biology-forums.com/index.php?topic=703742>

Question 958

What problems can occur if a change does not produce immediate result? Support your answer with an example.

Answer: <https://biology-forums.com/index.php?topic=705055>

Question 959

In Rosemary Stewart's analysis of a managerial job along different dimensions, what sort of factors might be found in the constraint dimension?

Answer: <https://biology-forums.com/index.php?topic=703833>

Question 960

Candidates for university teaching positions are routinely required to teach a 50-minute class in their discipline while selection committee members observe both the candidate's work and students' responses. What is this selection technique called?

- A) unstructured interview
- B) work simulation
- C) assessment center
- D) physical examination

Answer: <https://biology-forums.com/index.php?topic=703735>

Question 961

_____ is the practice of taking a significant activity within the organization and contracting that activity out to an independent party.

- A) Homeshoring
- B) Outsourcing
- C) Insourcing
- D) Networking

Answer: <https://biology-forums.com/index.php?topic=705131>

Question 962

Achievable budget standards are regarded as desirable because _____.

- A) they focus only on long-term actions at the expense of short-term objectives
- B) they reduce the motivation to manipulate data
- C) they reduce uncertainty and keep employee morale under check
- D) they are not too challenging for the company

Answer: <https://biology-forums.com/index.php?topic=704853>

Question 963

Cluster 1 countries largely consist of developing and transition economies that _____.

- A) are high in regulatory control and low in political rights
- B) have strong physical infrastructures
- C) have balanced regulatory controls and political rights
- D) are low on monetary policies

Answer: <https://biology-forums.com/index.php?topic=703889>

Question 964

_____ conflict arises when group members possess divergent ideas or approaches to attaining goals.

- A) Substantive
- B) Process
- C) Relationship
- D) Task

Answer: <https://biology-forums.com/index.php?topic=704496>

Question 965

_____ refers to messages sent across essentially equivalent levels of an organization.

- A) Parallel communication
- B) Synchronous communication
- C) Lateral communication
- D) Vertical communication

Answer: <https://biology-forums.com/index.php?topic=704564>

Question 966

Scott is the business head of a software development firm that wants to increase its market share to 30 percent in the next 5 years. The company feels that the best way to go about this is to acquire smaller firms that have a promising talent pool. In his capacity as a business head, Scott is required to plan how the company will arrange for the necessary finances for these acquisitions. Scott is engaging in _____ for the firm.

- A) tactical planning
- B) strategic planning
- C) product planning
- D) operational planning

Answer: <https://biology-forums.com/index.php?topic=703730>

Question 967

Discuss the four stages of group development in an organizational context.

Answer: <https://biology-forums.com/index.php?topic=704505>

Question 968

What are the implications of Herzberg's two-factor theory in this scenario?

Answer: <https://biology-forums.com/index.php?topic=704410>

Question 969

What are the characteristics of group norms?

Answer: <https://biology-forums.com/index.php?topic=704508>

Question 970

Which of the following is the leanest medium of communication?

- A) face to face meeting
- B) telephone call
- C) videoconference
- D) e-mail

Answer: <https://biology-forums.com/index.php?topic=704554>

Question 971

Showing trust and confidence in subordinates is an example of initiating structure behavior.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704218>

Question 972

List and explain strategies to improve the problem-solution process.

Answer: <https://biology-forums.com/index.php?topic=704715>

Question 973

In the value chain, _____ include activities that move the product or service from the firm to the customers.

- A) technology developments
- B) outbound logistics
- C) services
- D) marketing and sales

Answer: <https://biology-forums.com/index.php?topic=704009>

Question 974

In the _____ role, managers who initiate actions of their own must also respond to problems.

- A) disturbance handler
- B) resource allocator
- C) monitoring
- D) spokesperson

Answer: <https://biology-forums.com/index.php?topic=703786>

Question 975

Which of the following is knowledge that competent teams must possess?

- A) shared vision
- B) adaptability and flexibility
- C) team orientation
- D) task sequencing

Answer: <https://biology-forums.com/index.php?topic=704492>

Question 976

Which of the following statements is true about social intelligence?

- A) Self-awareness is the most important aspect of social intelligence.
- B) Social intelligence considers self-regulative abilities to be more important than the circumstances.
- C) Social intelligence focuses on being able to read other people.
- D) Standardized behaviors would help a manager achieve social intelligence.

Answer: <https://biology-forums.com/index.php?topic=704270>

Question 977

While the rational model shows how decisions should be made, it falls short of describing how decisions are actually made.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704624>

Question 978

Which of the following defines a liquidity ratio?

- A) amount of sales in relation to cost to produce
- B) total debt in relation to total assets
- C) revenue in relation to investment
- D) current assets in relation to current liabilities

Answer: <https://biology-forums.com/index.php?topic=704879>

Question 979

According to the path-goal theory of leadership, supportive leadership is most suitable when the _____.

- A) tasks are stressful and employees are inexperienced
- B) jobs are stressful and employees are highly experienced
- C) jobs are interesting and employees are inexperienced
- D) tasks are interesting and employees are highly experienced

Answer: <https://biology-forums.com/index.php?topic=704286>

Question 980

What is a global mind-set?

Answer: <https://biology-forums.com/index.php?topic=703952>

Question 981

When a group's size increases, the sense of personal responsibility for its output or performance on the part of each individual member tends to decrease. This phenomenon is known as _____.

- A) group conflict
- B) social loafing
- C) social conformity
- D) group cohesion

Answer: <https://biology-forums.com/index.php?topic=704461>

Question 982

Which of the following techniques will be the least likely to overcome employee resistance during the moving stage of the change process?

- A) making sure that they have the required knowledge, skills, and abilities
- B) communicating how the change will affect them in a positive way
- C) announcing that the change has been mandated by top management
- D) educating them about the nature of the desired change

Answer: <https://biology-forums.com/index.php?topic=704975>

Question 983

Federal spending pushes the federal deficit up, causing an increase in interest rates. What is the LEAST likely result of this occurrence?

- A) consumer spending increases
- B) businesses expand at a slower rate
- C) unemployment increases
- D) it becomes more expensive to borrow money

Answer: <https://biology-forums.com/index.php?topic=703995>

Question 984

Refer to the scenario above. What type of formal group is this?

Answer: <https://biology-forums.com/index.php?topic=704514>

Question 985

_____ orientation sessions are generally designed to help the new employee get up to speed on the new job, co-workers, policies, procedures, and expectations.

- A) Job rotation
- B) Work-unit
- C) Critical incident
- D) Career path

Answer: <https://biology-forums.com/index.php?topic=703752>

Question 986

Richard Hackman suggests that managers should focus solely on output when they are evaluating group performance.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704435>

Question 987

A _____ is a list of duties and capabilities required for a particular job.

- A) job evaluation
- B) job rotation
- C) job assessment
- D) job description

Answer: <https://biology-forums.com/index.php?topic=703697>

Question 988

A group of 30 students attends a particular class for a predetermined amount of time and gain knowledge inputs. This is an example of which of the

following?

- A) assembly-line processes
- B) job shops
- C) small batch processes
- D) learning effects

Answer: <https://biology-forums.com/index.php?topic=704793>

Question 989

According to the _____ approach to ethical decision making, some things are just right or wrong, independent of their consequences.

- A) utilitarian
- B) moral rights
- C) justice
- D) universal

Answer: <https://biology-forums.com/index.php?topic=705195>

Question 990

_____ provide new employees a broad overview of the industry, the company and its business activities; its key competitors; and general information about working for the company.

- A) Orientation programs
- B) On-the-job training
- C) Staff development meetings
- D) Problem-solving conferences

Answer: <https://biology-forums.com/index.php?topic=703748>

Question 991

Which of the following best illustrates the assertion that "demographics provide important data about the population, but societal values translate that data into business implications"?

- A) Many North American steel manufacturers were driven into bankruptcy because they were slow to adopt an important new process technology.
- B) New pollution laws significantly increased the operating costs of coal-burning power plants.
- C) Baby boomers will be reaching retirement age, however, society's idea of retirement has expanded to include the pursuit of second careers. Therefore, companies will be able to hire experienced workers at open-market prices.
- D) The construction industry tends to have higher peaks and lower valleys than the overall national economy.

Answer: <https://biology-forums.com/index.php?topic=703989>

Question 992

Which of the following types of powers has relatively the lowest cost when used in organizations?

- A) reward
- B) coercive
- C) legitimate
- D) referent

Answer: <https://biology-forums.com/index.php?topic=704249>

Question 993

When used as an OD intervention technique, _____ improve understanding of and relationships with others in the organization.

- A) structural activities
- B) diagnostic activities
- C) individual enhancement activities
- D) process consultation activities

Answer: <https://biology-forums.com/index.php?topic=705027>

Question 994

Which of the following typically helps achieve cost leadership?

- A) employing economies of scale
- B) investing in research and development
- C) targeting a niche segment
- D) offering superior products and services

Answer: <https://biology-forums.com/index.php?topic=704030>

Question 995

Refer to the scenario above. What would be required for this group to become a team?

Answer: <https://biology-forums.com/index.php?topic=704513>

Question 996

Which of the following statements is true about brainstorming?

- A) Each group involved in making a decision is assigned the responsibility of representing the opinions of its constituents.
- B) It forces group members to "think outside the box" and look at new ways to analyze the problem.
- C) It is like the devil's advocate approach except that more than one opposing view is presented.
- D) It is a frequently used mechanism to provide a maximum number of ideas in a short period of time.

Answer: <https://biology-forums.com/index.php?topic=704699>

Question 997

Compare and contrast emotional intelligence and social intelligence.

Answer: <https://biology-forums.com/index.php?topic=704299>

Question 998

Which of the following roles is an interpersonal role?

- A) leader
- B) negotiator
- C) disturbance handler
- D) spokesperson

Answer: <https://biology-forums.com/index.php?topic=703757>

Question 999

A firm's reputation and its employees are both tangible resources.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703658>

Question 1000

_____ is the sum of the ways an organization divides its labor into distinct tasks and then coordinates them.

- A) Organization development
- B) Organizational structure
- C) Organizational design
- D) Operations management

Answer: <https://biology-forums.com/index.php?topic=704168>

Question 1001

According to the utilitarian approach to ethical decision making, the most ethical course of action is the one that results in the greatest good for the greatest number of people.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703840>

Question 1002

Both positive reinforcements and extinctions maintain or increase particular types of behavior and performance.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704322>

Question 1003

Even when a situation is similar to another situation that occurred in the past, it's often worthwhile to pursue new, creative alternatives. Which of the following is a valid rationale for this statement?

- A) Pursuing new, creative alternatives for a situation helps an organization gain the reputation of being an innovative firm.
- B) Using past solutions for new problems is discouraged in firms that operate in today's dynamic environment.
- C) No two situations are identical and subtle differences may make a past solution less effective today.
- D) Pursuing new, creative alternatives for a situation makes it easier for the manager to implement and monitor them.

Answer: <https://biology-forums.com/index.php?topic=704646>

Question 1004

The two major aspects of a country's environment are its heritage and culture.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703860>

Question 1005

Name and briefly explain the various methods of recruiting candidates for a job opening.

Answer: <https://biology-forums.com/index.php?topic=703823>

Question 1006

The _____ role involves extensive information seeking in which managers engage to remain aware of crucial developments that may affect their units and their own work.

- A) spokesperson
- B) entrepreneurial
- C) monitor
- D) disturbance handler

Answer: <https://biology-forums.com/index.php?topic=703766>

Question 1007

Which of the following statements is true of nonverbal communication?

- A) Nonverbal messages should be different from the verbal messages in order to increase the diversity and range of the overall communication.
- B) Nonverbal messages help simplify the dimensions of communication as they are nearly universal in meaning, in contrast to verbal communication.
- C) The increasing use of electronic communication has lessened the importance of nonverbal communication in today's organizations.
- D) When verbal and nonverbal messages are contradictory, receivers often give more weight to the nonverbal signals than to the words used.

Answer: <https://biology-forums.com/index.php?topic=704547>

Question 1008

The manager of a residential construction business plans to build more houses next year because interest rates are falling and more people will be able to afford new homes. This plan is an example of _____.

- A) forecasting
- B) contingency planning
- C) simulation
- D) benchmarking

Answer: <https://biology-forums.com/index.php?topic=704097>

Question 1009

At-risk compensation is also referred to as fixed compensation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703675>

Question 1010

Within the context of negotiation, positions represent a party's concerns and desires, whereas, interests are a party's stance regarding those positions.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704537>

Question 1011

An organization using a region-country focus is highly decentralized.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703874>

Question 1012

Arminor, Inc. distributes medical and surgical supplies, apart from providing supply chain management services in the United States. The company is known for employee friendliness and quality of work life. The company requires its managers to be aware of the employees' feelings and their own feelings. The company recruits managers who have the ability to self-regulate their activities. Which of the following leadership skill is likely to be considered the most important by this company?

- A) conceptual skills

- B) individualistic behavior
- C) emotional intelligence
- D) personal charisma

Answer: <https://biology-forums.com/index.php?topic=704268>

Question 1013

The three basic categories of needs identified by Alderfer in his ERG theory are _____.

- A) existence, relatedness, and growth
- B) existence, relatedness, and goal
- C) esteem, relatedness, and goal
- D) existence, recognition, and growth

Answer: <https://biology-forums.com/index.php?topic=704345>

Question 1014

"White water" environments are _____.

- A) stationary
- B) dynamic
- C) formal
- D) stable

Answer: <https://biology-forums.com/index.php?topic=705139>

Question 1015

What critical factors will Mr. Colfax need to monitor during the implementation of his plan?

Answer: <https://biology-forums.com/index.php?topic=704142>

Question 1016

When a firm decides to outsource its manufacturing operations, a _____ allows it to maintain close contact with the firms to which it is outsourcing the work.

- A) network structure
- B) division structure
- C) functional structure
- D) geographic structure

Answer: <https://biology-forums.com/index.php?topic=704169>

Question 1017

Refer to the scenario above. Which of the following, if true, would suggest that the company should concentrate on its strengths?

- A) The managers make sure that they get the best talent in the market, even if they have to pay a high price for it.
- B) Employees have become complacent after a few successful campaigns, are highly demotivated and lack creativity.
- C) With access to technology, the firm is able to produce some of the best ads in the market.
- D) The barriers to entry for this industry are low and the bargaining power of suppliers is increasing.

Answer: <https://biology-forums.com/index.php?topic=704020>

Question 1018

Which of the following is a feature of upward communication in an organization with a strong hierarchical culture?

- A) Conversations between superiors and their subordinates tend to be highly formal.
- B) Subordinates address superiors by their first names.
- C) Upward communication focuses on providing directions and decisions.
- D) Upward communication is more frequent than downward communication.

Answer: <https://biology-forums.com/index.php?topic=704573>

Question 1019

What is an organizational chart?

Answer: <https://biology-forums.com/index.php?topic=705161>

Question 1020

Chucks' Eggs is a company that distributes eggs in Latin America and is planning to enter the North American market. As the risks are greater when entering new markets, Chucks' decides to join hands with another firm that has mutually desirable goals. This way, they can share the costs and have access to each other's resources. Which of the following ways is Chucks' implementing to enter a new market?

- A) purchasing a local firm

- B) creating a strategic alliance
- C) licensing
- D) exporting

Answer: <https://biology-forums.com/index.php?topic=703918>

Question 1021

The nominal group technique is ineffective against groupthink.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704637>

Question 1022

Continuous process improvement in an organization involves both incremental and breakthrough improvements in the way it does business.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704726>

Question 1023

Rooney, Inc. is a company that manufactures sugar. It is based in South Africa. The company follows the just-in-time approach in which it does not believe in stocking raw materials and maintaining an inventory, but instead relies on a strong supply chain to deliver materials in time. As a part of recent business development plans, the company decided to begin importing raw materials from Borneo. Which of the following, if true, would force the company to question its reliability on the JIT approach?

- A) Borneo has recently been classified as an emerging economy.
- B) Borneo has yet not relaxed its markets to direct foreign investments.
- C) The physical infrastructure in Borneo is weak.
- D) Regulations in Borneo have become stricter.

Answer: <https://biology-forums.com/index.php?topic=703888>

Question 1024

Although managers are likely to create employee performance appraisal forms and processes, it is the HR department that actually assesses employee performance.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703648>

Question 1025

A manager is using a coalition tactic when she seeks the aid of others to persuade an employee to do something.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704212>

Question 1026

The practice of moving individuals to various types of jobs within the organization at the same level or next-immediate-higher level for periods of time from an hour or two to as long as a year is known as _____.

- A) job sharing
- B) apprenticeship
- C) job rotation
- D) mentoring

Answer: <https://biology-forums.com/index.php?topic=703763>

Question 1027

Administering therapy to an unwell patient is an example of exercising tactical control.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704840>

Question 1028

Norms do not necessarily apply to all members of the group.

- A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=704427>

Question 1029

_____ refers to the flow of goods and services, capital, and knowledge across country borders.

- A) Entrepreneurialism
- B) Globalization
- C) Repatriation
- D) Marketing

Answer: <https://biology-forums.com/index.php?topic=703880>

Question 1030

_____ is a desirable consequence that, by occurring or being supplied following a behavior, increases the likelihood of that behavior being repeated in the future.

- A) Positive reinforcement
- B) Omission training
- C) Extinction
- D) Negative reinforcement

Answer: <https://biology-forums.com/index.php?topic=704382>

Question 1031

In an organization using a region-country focus, _____.

- A) the firm's home office makes major strategic decisions
- B) managers can tailor their strategies to local market conditions and demands
- C) attempts are made to market a relatively standardized product across geographic markets
- D) the goal is to achieve global efficiency while maintaining local market responsiveness

Answer: <https://biology-forums.com/index.php?topic=703926>

Question 1032

_____ translate(s) the strategic intent and mission of the firm into concrete and measurable goals.

- A) Strategic alliance
- B) Strategic planning
- C) Strategic objectives
- D) Core competencies

Answer: <https://biology-forums.com/index.php?topic=704023>

Question 1033

Sometimes, companies hire intact groups away from other companies instead of developing their own new group, in order to jump start some new initiative. This practice is known as _____.

- A) lift-off
- B) line-up
- C) line-out
- D) lift-out

Answer: <https://biology-forums.com/index.php?topic=704451>

Question 1034

The principal negative consequence of incremental budgeting is that money may be allocated to a unit in the future merely because the unit had been allocated money in the past.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704070>

Question 1035

An individual's drive refers to a(n)_____.

- A) strong belief in one's own capabilities, aptitudes, and the chances of success
- B) high level of energy, effort, and persistence in the pursuit of objectives
- C) ability to remain even-tempered and calm in the face of stress and pressure
- D) strong desire to influence others and to remain in power

Answer: <https://biology-forums.com/index.php?topic=704257>

Question 1036

_____ was the traditional form of control in manufacturing.

- A) Concurrent control
- B) Production control
- C) Postcontrol
- D) Precontrol

Answer: <https://biology-forums.com/index.php?topic=704900>

Question 1037

The executive of a certain company states that the firm should adopt the benchmark practices only of other firms in the same industry, as business conditions in other industries are significantly different. Which of the following is the underlying assumption in his argument?

- A) The argument assumes that firms cannot find unique and significantly better ways of doing things by looking outside their competitor set.
- B) The argument is based on the assumption that benchmarking is an ineffective tool for investigating best practices of other firms.
- C) The argument suggests that noncompetitors face different business conditions that make appropriate comparisons difficult.
- D) The argument assumes that business practices are nontransferable across industries.

Answer: <https://biology-forums.com/index.php?topic=704131>

Question 1038

_____ is the rapid development of trust in teams with positive and reciprocal communications about the team's task activities.

- A) Improved trust
- B) Reciprocal trust
- C) Improved reliability
- D) Swift trust

Answer: <https://biology-forums.com/index.php?topic=703939>

Question 1039

A(n) _____ articulates the fundamental purpose of the organization and often contains several components.

- A) statement of faith
- B) annual report
- C) income statement
- D) mission statement

Answer: <https://biology-forums.com/index.php?topic=703986>

Question 1040

A software engineer believes that if she can complete her current project on time she will get her much awaited promotion to the ranks of a team leader. However, she doubts her capability of completing the project on time. Within the context of expectancy theory, what level of motivation would the engineer have and why?

- A) moderately high, as high levels of valence and instrumentality offset low expectancy levels
- B) low, since the expectancy, instrumentality, and valence of the outcome must all be high for motivation
- C) moderate, since high levels of expectancy and high levels of valence will be balanced by the low level of instrumentality
- D) very high, since the level of expectancy and the level of valence are both high

Answer: <https://biology-forums.com/index.php?topic=704368>

Question 1041

How might a Gantt chart be useful to Metal Craft?

Answer: <https://biology-forums.com/index.php?topic=704141>

Question 1042

Which of the following is a challenge associated with cross-border acquisitions?

- A) integration of two previously independent companies
- B) complexity in launching
- C) little control over the product
- D) increased costs of transportation

Answer: <https://biology-forums.com/index.php?topic=703920>

Question 1043

_____ refers to messages sent from higher organizational levels to lower levels.

- A) Upward communication

- B) Downward communication
- C) Parallel communication
- D) Lateral communication

Answer: <https://biology-forums.com/index.php?topic=704562>

Question 1044

The break-even point is the amount of a product that must be sold to cover a firm's fixed and variable costs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704835>

Question 1045

Which of the following is true of rolling budgets?

- A) They do not have to be revised frequently.
- B) They take very little managerial time and effort.
- C) They are more accurate because of their recency.
- D) They are used in conjunction with normal budgets.

Answer: <https://biology-forums.com/index.php?topic=704886>

Question 1046

Based on the available forecasts, a business' sales are expected to drop 20 percent in the current year as compared to the previous year. Which of the following will be a cascading effect of this forecast?

- A) Hiring will be lower during the year.
- B) Competition is likely to reduce during the year.
- C) The company will have to raise prices to maintain profit margins.
- D) The company will stock more inventory compared to the previous year.

Answer: <https://biology-forums.com/index.php?topic=704129>

Question 1047

A(n) _____ is an identifiable pattern of communication within and between organizations, whether using formal or informal channels.

- A) communication network
- B) organizational culture
- C) organizational configuration
- D) communication orientation

Answer: <https://biology-forums.com/index.php?topic=704580>

Question 1048

Managers use the economic order quantity (EOQ) model to minimize total inventory costs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704732>

Question 1049

Which of the following is a reason why goals that are too easy to achieve are usually ineffective?

- A) Employees are daunted by having to perform at a level much higher than their capabilities.
- B) The goals are not specific enough.
- C) Employees are too financially motivated to achieve the goals.
- D) The goals do not deliver substantial results.

Answer: <https://biology-forums.com/index.php?topic=704126>

Question 1050

Which of the following structural combinations best depicts the U.S. military?

- A) informal and decentralized
- B) informal and centralized
- C) formal and decentralized
- D) formal and centralized

Answer: <https://biology-forums.com/index.php?topic=705095>

Question 1051

Which of the following is a valid reason why a manager may deliberately introduce a fast rate of change?

- A) to institute multiple changes one after another
- B) to minimize the opposition against the change
- C) to determine who can keep up and who cannot
- D) to outweigh the costs of the change by its benefits

Answer: <https://biology-forums.com/index.php?topic=705015>

Question 1052

Which of the following statements is true about nonprogrammed decisions?

- A) Past decisions are of little help while making these decisions.
- B) These decisions are usually made through structured, bureaucratic techniques.
- C) These decisions are made when the nature of the problem is well-defined.
- D) Lower-level managers typically encounter these decisions.

Answer: <https://biology-forums.com/index.php?topic=704672>

Question 1053

A well-known bank providing health insurance and retirement benefits to all its employees is concerned about the _____ needs of its employees.

- A) physiological
- B) social
- C) security
- D) esteem

Answer: <https://biology-forums.com/index.php?topic=704340>

Question 1054

The standing or prestige that a person has in a group, which can be based on a number of factors such as perceived leadership abilities, seniority, or special skills, is known as _____.

- A) legacy
- B) status
- C) role
- D) norm

Answer: <https://biology-forums.com/index.php?topic=704472>

Question 1055

Which of the following is true about exporting goods?

- A) Exporting is not a popular entry strategy because of its high risks and capital requirements.
- B) An export strategy most likely provides big returns because of shared costs with local firms.
- C) An exporting firm must establish a means of marketing and distributing its goods within the country.
- D) Exporting requires establishing operations in the country and a large capital investment.

Answer: <https://biology-forums.com/index.php?topic=703913>

Question 1056

Which of the following is in accordance with the utilitarian approach to ethical decision making?

- A) Choose the action that conforms with moral principles.
- B) Focus on the equity and process of outcomes.
- C) Try to make decisions that result in the greatest good.
- D) Do unto others as you would have them do unto everyone, including yourself.

Answer: <https://biology-forums.com/index.php?topic=705185>

Question 1057

Compared to computer-mediated groups, face-to-face groups take longer to complete their tasks and members experience less satisfaction.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704640>

Question 1058

Which of the following is true of work sampling methods?

- A) They are more accurate than time and motion studies.
- B) They cannot identify areas that require improvement.
- C) They work best with repetitive, well-defined jobs.
- D) They use observation sheets and trained observers.

Answer: <https://biology-forums.com/index.php?topic=704783>

Question 1059

Which of the following is an example of nonverbal communication?

- A) gestures
- B) letters
- C) videoconferences
- D) e-mail

Answer: <https://biology-forums.com/index.php?topic=704546>

Question 1060

Which of the following business plans has the broadest scope?

- A) strategic plans
- B) operational plans
- C) tactical plans
- D) functional plans

Answer: <https://biology-forums.com/index.php?topic=704082>

Question 1061

Characteristics of a work situation is considered an _____.

- A) external or pull force that focuses on what happens outside the work setting
- B) external or pull force that focuses on what happens to the individual
- C) internal or push force that focuses on what the person does in the work setting
- D) internal or push force that focuses on what the employee brings to the work setting

Answer: <https://biology-forums.com/index.php?topic=704333>

Question 1062

A manager offers to provide relevant resources and assistance if his subordinate will approve a proposed change. Which of the following influence tactics is being used by this manager?

- A) rational persuasion
- B) consultation
- C) personal appeal
- D) collaboration

Answer: <https://biology-forums.com/index.php?topic=704254>

Question 1063

A community college has to decide if more budget is to be allocated for hiring new instructors or for developing new laboratory facilities. This is an example of _____.

- A) forecasting
- B) benchmarking
- C) determining priorities
- D) contingency planning

Answer: <https://biology-forums.com/index.php?topic=704103>

Question 1064

A _____ is a person who is either formally or informally designated to coordinate the activities across units or even sometimes across organizations. The role of this person is to build effective relationships between the groups involved.

- A) line manager
- B) functional manager
- C) gatekeeper
- D) boundary spanner

Answer: <https://biology-forums.com/index.php?topic=704183>

Question 1065

_____ involves increasing the complexity of a job to provide a greater sense of responsibility, accomplishment, and achievement.

- A) Positive reinforcement
- B) Job evaluation
- C) Job enrichment
- D) Job rotation

Answer: <https://biology-forums.com/index.php?topic=704353>

Question 1066

At Meridian Inc., employees are given general goals and basic budgets rather than policy manuals. Furthermore, it is expected that they will be strongly dedicated to the goals of the organization. Which control approach does Meridian Inc. use?

- A) commitment
- B) self-reliant
- C) bureaucratic
- D) operational

Answer: <https://biology-forums.com/index.php?topic=704890>

Question 1067

Which of the following barriers to communication originates at the cultural level?

- A) nonverbal cues
- B) stereotyping
- C) frame of reference
- D) selective perception

Answer: <https://biology-forums.com/index.php?topic=704587>

Question 1068

Environmental analysis, actions, implementations, and outcomes are all elements of the planning process.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704063>

Question 1069

According to Adam Smith, the best way to advance the well-being of society is to place resources in the hands of government officials and allow politicians to allocate scarce resources to satisfy the demands of society.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703845>

Question 1070

In an organizational setting, to "control" means to adjust or bring about conformity to specifications or objectives that have been set.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704819>

Question 1071

Derek, a manager at an insurance firm, instructs all subordinates to fill in a daily log of their day's work. However, he finds that even after a week of instituting this new rule, most employees are either reluctant to fill it or are taking the instruction far too lightly. This reluctance on the part of the employees is an example of the _____ dimension of Derek's job as a manager.

- A) constraint
- B) demand
- C) technique
- D) requirement

Answer: <https://biology-forums.com/index.php?topic=703806>

Question 1072

_____ are important at all levels of the management, and a lack of these skills will usually limit managerial advancement, even when other skills exist.

- A) Organizational skills
- B) Conceptual skills
- C) Interpersonal skills
- D) Technical skills

Answer: <https://biology-forums.com/index.php?topic=703816>

Question 1073

At JEG, a certain percentage of each employee's salary remains fixed, while the rest varies according to employee performance. This is an example of _____.

- A) a cafeteria-style plan
- B) a benefit plan
- C) a broadband plan
- D) an incentive plan

Answer: <https://biology-forums.com/index.php?topic=703796>

Question 1074

Which of the following is NOT necessarily true about the goal, "We will achieve a 12 percent return on assets in the next six months"?

- A) It is specific.
- B) It is realistic.
- C) It is measurable.
- D) It is time-bound.

Answer: <https://biology-forums.com/index.php?topic=704125>

Question 1075

Holding parts in dynamic industries _____.

- A) does not make any difference to the industry
- B) does not just increase holding cost but has to be written off
- C) is best because the parts do not depreciate in value
- D) causes many companies to incur increased profits

Answer: <https://biology-forums.com/index.php?topic=704770>

Question 1076

Which of the following statements about globalization is NOT true?

- A) Globalization affects large businesses but seldom impacts small businesses.
- B) Globalization affects the goals, decisions, and responsibilities of managers.
- C) Globalization opens new markets and increases competition.
- D) Globalization promotes greater involvement in international markets.

Answer: <https://biology-forums.com/index.php?topic=703704>

Question 1077

A(n) _____ budget outlines how much money an organization needs, and it is submitted to a superior or a budget review committee.

- A) linked
- B) pro forma
- C) proposed
- D) approved

Answer: <https://biology-forums.com/index.php?topic=704116>

Question 1078

Transformational leadership focuses on motivating followers' self-interests by exchanging rewards for their compliance.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704219>

Question 1079

Which of the following barriers to communication originates at the interpersonal level?

- A) stereotyping
- B) ethnocentrism
- C) emotion
- D) cultural distance

Answer: <https://biology-forums.com/index.php?topic=704584>

Question 1080

SWOT analysis stands for _____.

- A) strengths, weaknesses, opportunities, and tools
- B) strengths, weaknesses, organizations, and threats
- C) strengths, weaknesses, opportunities, and threats
- D) strengths, weaknesses, organizations, and tools

Answer: <https://biology-forums.com/index.php?topic=704017>

Question 1081

_____ refers to messages sent from lower organizational levels to higher levels.

- A) Lateral communication
- B) Upward communication
- C) Synchronous communication
- D) Downward communication

Answer: <https://biology-forums.com/index.php?topic=704563>

Question 1082

Use of referent power is a cost-free way to influence other people.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704210>

Question 1083

Briefly explain the path-goal theory of leadership.

Answer: <https://biology-forums.com/index.php?topic=704302>

Question 1084

Organizational charts illustrate an organization's complete structure.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704148>

Question 1085

_____ are commonly used for setting standards for repetitive, well-defined jobs.

- A) Time and motion studies
- B) Work sampling techniques
- C) Critical path methodologies
- D) Just-in-time systems

Answer: <https://biology-forums.com/index.php?topic=704780>

Question 1086

Which of the following is true of an informal group in an organization?

- A) It has no effect on the attitudes and performances of members at work.
- B) Membership is usually temporary and the group is formed for a definite period.
- C) Membership is voluntary and members choose to interact with one another.
- D) It is formed by an organization's mandate.

Answer: <https://biology-forums.com/index.php?topic=704448>

Question 1087

Which of the following is an approach to determine the focus of control?

- A) leverage
- B) balanced scorecard
- C) return on equity
- D) break-even point

Answer: <https://biology-forums.com/index.php?topic=704902>

Question 1088

_____ skill development programs address skills such as effective listening, conflict resolution, negotiation, and coaching.

- A) Technical
- B) Motor
- C) Conceptual
- D) Interpersonal

Answer: <https://biology-forums.com/index.php?topic=703756>

Question 1089

Within the context of Maslow's need hierarchy, a program that allows employees to "make a difference" in their communities may satisfy their

physiological needs.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704307>

Question 1090

Ken Langley is a production supervisor in an automobile manufacturing firm. After evaluating Ken's managerial capabilities, some members of the senior management feel that average productivity would improve if more workers are assigned to him. However, some managers are skeptical about Ken's ability to handle more workers. Which of the following statements, if true, would support the argument favoring increased span of control?

- A) Ken is receiving increasing complaints about interpersonal conflicts within the team.
- B) The firm is looking to double its production capacity over the next two years.
- C) Ken's team consists of highly experienced and skilled labor.
- D) Ken's team is highly dependent on his guidance, even on minor issues.

Answer: <https://biology-forums.com/index.php?topic=705073>

Question 1091

What is the major problem with the goal, "We will become the best in the business"?

- A) It is not specific enough.
- B) It is not achievable.
- C) It is too constricting.
- D) It is not relevant.

Answer: <https://biology-forums.com/index.php?topic=704122>

Question 1092

Which of the following will tend to increase conformity in a group?

- A) conflicting norms and objectives
- B) disagreement over the relevance of the group's norms
- C) close adherence to the norms of the group
- D) divergent actions by members of the group

Answer: <https://biology-forums.com/index.php?topic=704479>

Question 1093

_____ is a quantitative tool to aid in making decisions concerning how well a process is performing.

- A) Total quantity management
- B) Employee empowerment
- C) Statistical process control
- D) Electronic data interchange

Answer: <https://biology-forums.com/index.php?topic=704749>

Question 1094

Within the context of organizational change, which of the following practices focus on shared values and culture?

- A) encouraging cooperation through a cross-training program
- B) changing from a niche market to a general market approach
- C) instituting participatory decision making throughout the organization
- D) replacing batching with continuous-flow manufacturing

Answer: <https://biology-forums.com/index.php?topic=704956>

Question 1095

_____ consists of the official and defined structures and systems related to decision making, communication, and control in the organization.

- A) Differentiation
- B) Formalization
- C) Integration
- D) Functionalization

Answer: <https://biology-forums.com/index.php?topic=704192>

Question 1096

What does "valid selection technique" mean in the context of job selection?

Answer: <https://biology-forums.com/index.php?topic=703825>

Question 1097

Kerry is a unit manager in a Japanese automobile company. He leads a small team of design engineers at the company. He takes good care of his subordinates and expects performance in return. These management practices can be best referred to as _____.

- A) neutralism
- B) paternalism
- C) collectivism
- D) individualism

Answer: <https://biology-forums.com/index.php?topic=704233>

Question 1098

_____ power is based on a manager's rank in an organization.

- A) Referent
- B) Situation
- C) Expert
- D) Position

Answer: <https://biology-forums.com/index.php?topic=704234>

Question 1099

Which of the following statements is true of budgeting?

- A) As a planning tool, budgeting invariably helps managers make good decisions about the integration of organizational levels.
- B) Budgeting processes do not guarantee that managers will make good decisions about organizational priorities.
- C) Managers typically use budgeting as a planning tool to measure objectives and monitor outcomes.
- D) Research suggests that the incremental budgeting approach is most suitable for small to medium-sized enterprises.

Answer: <https://biology-forums.com/index.php?topic=704121>

Question 1100

According to the concept of distributive justice, all employees should receive equal rewards and punishments.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703843>

Question 1101

Capacity planning involves determining how much of a product or service a firm should be able to produce.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704728>

Question 1102

A(n) _____ is a nonmathematical graphical representation of projects used by managers to help monitor the progress of projects.

- A) JIT system
- B) Gantt chart
- C) ABC analysis
- D) EOQ system

Answer: <https://biology-forums.com/index.php?topic=704772>

Question 1103

Which one of the following statements is true about the effects of the Internet on how managers do their jobs?

- A) The importance of knowledge has declined.
- B) It offers new ways of accomplishing tasks.
- C) The Internet has reduced the amount of competition in all markets.
- D) It has decreased the importance of entrepreneurs.

Answer: <https://biology-forums.com/index.php?topic=703703>

Question 1104

Multinational firms usually use _____ structures when customer needs for a given product are similar throughout the international markets in which the firm participates.

- A) multiproduct
- B) divisional

- C) functional
- D) global product

Answer: <https://biology-forums.com/index.php?topic=705106>

Question 1105

Ned heads the finance department of a business. At which organizational level is Ned functioning?

- A) functional level
- B) corporate level
- C) strategic level
- D) business level

Answer: <https://biology-forums.com/index.php?topic=704092>

Question 1106

Within the context of organizational change, _____ emphasizes the flexibility and capability for continual change.

- A) force field analysis
- B) behavioral process orientation
- C) process consultation
- D) organizational renewal

Answer: <https://biology-forums.com/index.php?topic=705030>

Question 1107

_____ involves estimating future conditions and circumstances and making decisions based on these estimations.

- A) Planning
- B) Controlling
- C) Directing
- D) Organizing

Answer: <https://biology-forums.com/index.php?topic=703721>

Question 1108

What role does outsourcing play in a networked organization?

Answer: <https://biology-forums.com/index.php?topic=705173>

Question 1109

The term operations management is used to describe the activities related to producing both products and services.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704717>

Question 1110

Which of the following is a decision-making strategy that uses questionnaires?

- A) nominal group technique
- B) dialectical inquiry
- C) Delphi technique
- D) devil's advocacy

Answer: <https://biology-forums.com/index.php?topic=704704>

Question 1111

During the implementation step of the classical model, managers _____.

- A) eliminate alternatives that are unlikely to achieve the minimally acceptable outcome
- B) choose the alternative that maximizes the desired outcome
- C) determine the chronology and sequence of actions designed to overcome resistance to the decision
- D) determine which of the remaining alternatives will produce the most satisfactory outcome

Answer: <https://biology-forums.com/index.php?topic=704650>

Question 1112

According to Rosemary Stewart's dimensions of managerial jobs, within which of the following job dimensions is a manager working when he/she adheres to deadlines and follows established procedures?

- A) techniques
- B) demands

- C) choices
- D) constraints

Answer: <https://biology-forums.com/index.php?topic=703797>

Question 1113

An individual's drive refers to a high level of energy, effort, and persistence in the pursuit of objectives.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704214>

Question 1114

South West Trading controls the raw materials used to make its products at the point of origin. In addition, it uses the services of United Parcel Service (UPS) to combine orders from various factories into one container for shipment. What type of control system is being used by South West Trading?

- A) financial control of operations
- B) concurrent control of operations
- C) strategic control of operations
- D) precontrol of operations

Answer: <https://biology-forums.com/index.php?topic=704894>

Question 1115

Rather than using explicit criteria and weights to evaluate alternatives, the bounded rationality model argues that people use _____.

- A) experience
- B) perception
- C) holism
- D) heuristics

Answer: <https://biology-forums.com/index.php?topic=704661>

Question 1116

Which of the following is a common attribute of charismatic leaders?

- A) ability to engage in impression management
- B) stronger belief in followers' ideas than own ideas
- C) limited expectations for follower performance
- D) ability to achieve goals by engaging in orthodox actions

Answer: <https://biology-forums.com/index.php?topic=704265>

Question 1117

One of the major weaknesses of the _____ structure is that it often inhibits coordination and communication among different regions.

- A) product
- B) geographic
- C) customer
- D) functional

Answer: <https://biology-forums.com/index.php?topic=705117>

Question 1118

The extent to which people in different units within an organization think about different things or about similar things differently is termed as _____.

- A) cognitive differentiation
- B) task differentiation
- C) unity of command
- D) interdependence

Answer: <https://biology-forums.com/index.php?topic=704170>

Question 1119

Which aspect of the justice approach to ethical decision making is concerned with the impartial administration of decision-making processes?

- A) distributive justice
- B) procuratory justice
- C) procedural justice
- D) restorative justice

Answer: <https://biology-forums.com/index.php?topic=705207>

Question 1120

Social loafing generally increases as group size increases.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704423>

Question 1121

SockUp is a company that manufactures socks of different sizes, types, and colors for men, women, and children. The company aims at being the lowest-cost provider and charges slightly lower than the market price. This is an example of _____.

- A) differentiation strategy
- B) cost leadership strategy
- C) multipoint competition strategy
- D) integrated leadership strategy

Answer: <https://biology-forums.com/index.php?topic=704029>

Question 1122

Having to make a choice between two competing but arguably valid options is known as an ethical dilemma.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703838>

Question 1123

What are the three types of group conflict?

Answer: <https://biology-forums.com/index.php?topic=704511>

Question 1124

Effective planning at top organizational levels impacts a firm's performance more than planning at middle and lower levels.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704055>

Question 1125

A company's vice president says, "I think we should do away with the practice of using forecasts as a basis for our plans. The results are not fully accurate." Which of the following would be the best rebuttal to this statement?

- A) Supply and demand conditions in the marketplace this year are expected to deviate significantly from historical averages.
- B) The fact that forecasting has not yielded exact results in the past does not mean that it will not do so in the future.
- C) Companies in some other industries have effectively used forecasting for analyzing the potential of the external business environment.
- D) Forecasts are meant to provide a general idea of the direction of future business and cannot be expected to be fully accurate.

Answer: <https://biology-forums.com/index.php?topic=704128>

Question 1126

_____ focuses on the structuring or restructuring of key components of a job.

- A) Job rotation
- B) Job posting
- C) Job analysis
- D) Job design

Answer: <https://biology-forums.com/index.php?topic=703771>

Question 1127

An organization cannot use criteria that might be regarded as discriminatory, even if the criterion in question is a bona fide occupational qualification.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703685>

Question 1128

The _____ consists of the unofficial but influential means of communication, decision making, and control that are part of the habitual way things get done in an organization.

- A) interpersonal channel

- B) informal organization
- C) grapevine
- D) information tunnel

Answer: <https://biology-forums.com/index.php?topic=705083>

Question 1129

Aliva, a bottled water company, places a premium on the marketing and sales of its products by offering purified water from the natural streams of the Himalayas. This way, compared to other companies, it provides superior value. This is an example of _____.

- A) absolute advantage
- B) comparative advantage
- C) open source advantage
- D) first-mover advantage

Answer: <https://biology-forums.com/index.php?topic=703978>

Question 1130

Which of the following defines depth of reengineering?

- A) It involves changing a host of core elements within an organization.
- B) It involves redesigning a set of processes rather than a single process.
- C) It involves engaging in new and different ways of behaving and interacting.
- D) It tries to reduce costs, shorten cycle times, and improve quality.

Answer: <https://biology-forums.com/index.php?topic=705037>

Question 1131

_____ is the extent to which a person's identity is a function of the group(s) to which he or she belongs and the extent to which group members are expected to look after each other.

- A) Individualism
- B) Power distance
- C) Collectivism
- D) Uncertainty avoidance

Answer: <https://biology-forums.com/index.php?topic=703904>

Question 1132

When people are attracted to, or identified with, someone, that person acquires _____ power.

- A) positional
- B) legitimate
- C) referent
- D) expert

Answer: <https://biology-forums.com/index.php?topic=704247>

Question 1133

Which of the following theories advocated the view that leadership effectiveness would be dependent on a combination of the type of leader and the relative degree of favorability of the situation for the leader?

- A) Leader-member exchange (LMX) theory
- B) Fiedler's leadership contingency theory
- C) Hersey and Blanchard's situational leadership theory
- D) Path-goal theory of leadership

Answer: <https://biology-forums.com/index.php?topic=704283>

Question 1134

The degree to which an organization's new product-development team relies on the market research team for product ideas to investigate is termed as _____.

- A) centralization
- B) liaisoning
- C) interdependence
- D) formalization

Answer: <https://biology-forums.com/index.php?topic=704184>

Question 1135

Productivity is a measurement of how well an organization is using its resources to produce goods and services.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704740>

Question 1136

Differentiate between groups and teams.

Answer: <https://biology-forums.com/index.php?topic=704503>

Question 1137

Which of the following selection techniques is the least useful predictor of how a candidate will do in a particular job?

- A) work sampling
- B) assessment centers
- C) written tests
- D) work simulation

Answer: <https://biology-forums.com/index.php?topic=703737>

Question 1138

_____ is the tendency to oversimplify and generalize about groups of people, especially those groups or cultures other than one's own.

- A) Cognitive dissonance
- B) Selective perception
- C) Locus of control
- D) Stereotyping

Answer: <https://biology-forums.com/index.php?topic=704598>

Question 1139

Changes in a firm's processes and procedures often come about because of earlier changes in the organization's strategy or structure.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704929>

Question 1140

Which of the following statements regarding objectives is true?

- A) The importance of some objectives varies with time.
- B) Managers need to assign equal importance to all of the objectives.
- C) A clear understanding of the sequence of priorities has no significant impact on employee performance.
- D) Determining priorities for objectives is usually the final stage associated with setting objectives.

Answer: <https://biology-forums.com/index.php?topic=704104>

Question 1141

In high-velocity environments, decision-making groups must not be afraid to act.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704634>

Question 1142

Which of the following features might impede learning by an organization?

- A) the capability to implement necessary changes
- B) an organizational culture supporting improvement
- C) employees with well-developed core competencies
- D) high rate of dependence on group performance

Answer: <https://biology-forums.com/index.php?topic=705041>

Question 1143

Which of the following statements is true regarding change in an organization?

- A) If employees are resistant to change, the only option left with a manager is to enforce it forcibly.
- B) New managers are usually not expected to create change.
- C) Managers must face the need for change and the opportunity to create change.
- D) Managing change is a lengthy but straightforward task.

Answer: <https://biology-forums.com/index.php?topic=703699>

Question 1144

To begin motivating an apathetic associate, a manager informally questions her about her satisfaction with her job's ability to provide safety, social interaction, self-respect, and opportunities for growth. What theory of motivation is this manager most likely trying to apply in working with the associate?

- A) Maslow's need hierarchy
- B) Herzberg's two-factor theory
- C) Vroom's expectancy theory
- D) McClelland's acquired needs theory

Answer: <https://biology-forums.com/index.php?topic=704337>

Question 1145

The guiding principle for focusing control is that it should be closely linked to the strategic goals and, particularly, the planning process of the organization.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704843>

Question 1146

According to Thomas Friedman, the third stage of globalization involves _____.

- A) increasing influence of national governments on local economies
- B) countries moving into international markets
- C) internationalization of countries
- D) individuals collaborating or competing on a global basis

Answer: <https://biology-forums.com/index.php?topic=703881>

Question 1147

Which of the following is an assumption of the organizational development approach to planned change?

- A) Many companies have structures involving more people than necessary.
- B) People's emotions are as important as their thoughts.
- C) Many companies have business processes that are inefficient.
- D) Systematically collected data is better than any assumption.

Answer: <https://biology-forums.com/index.php?topic=705021>

Question 1148

Extensive control measures almost always deflate employee morale and lower profitability, irrespective of the situation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704820>

Question 1149

The setting of organizational objectives must be preceded by the development of organizational plans.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704056>

Question 1150

Lateral communication is sent from lower organizational levels to higher levels.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704527>

Question 1151

A country's institutional environment consists of its rules, policies, and enforcement processes.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703861>

Question 1152

The fundamental assumption about organizations in the organizational development (OD) approach is that they are systems composed of interdependent parts.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704942>

Question 1153

Shortly after Christmas, a catalog company is besieged by complaints of poor service, so a task force designs an incentive plan to motivate associates to fill orders more quickly and more accurately. For the proposed incentive plan to be successful, which of the following positive reinforcement strategies should be used?

- A) The possibility of obtaining rewards should be limited to only a small percentage of associates.
- B) The catalog company should talk about or offer rewards that are not readily available.
- C) The size of rewards should be roughly related to the quality of past job-related performance.
- D) The rewards should be visible only to the associates who receive it.

Answer: <https://biology-forums.com/index.php?topic=704383>

Question 1154

Which of the following is a step in a program that systematically applies the principles of reinforcement theory to motivate employees?

- A) measure desired behaviors and evaluate the effectiveness of the program
- B) describe desired performance in broad, general terms
- C) avoid providing frequent positive consequences for specified desired behaviors
- D) limit the possibility of obtaining rewards only to a small percentage of employees

Answer: <https://biology-forums.com/index.php?topic=704393>

Question 1155

The institutional environment of a country has little effect on the individuals and organizations that operate within it.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703862>

Question 1156

Tactical controls involve the fundamental control arrangements of the organization, those with which its members have to live day to day.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704833>

Question 1157

Within the context of organizational change, the most lasting people-change approach usually involves _____.

- A) enhancing people's knowledge, skills, and abilities
- B) adjusting people's attitudes and expectations
- C) adding, subtracting, or interchanging people
- D) changing how staff members relate to one another

Answer: <https://biology-forums.com/index.php?topic=704961>

Question 1158

SLPL Limited adheres to a strategy that allows managers to focus on core competencies or the activities that are most likely to yield competitive advantage. In doing so, SLPL outsources most of the activities in its value chain to other companies, retaining just a few elements. From the above example, it can be concluded that SLPL has a _____ structure.

- A) divisional
- B) matrix
- C) global product
- D) high-networked

Answer: <https://biology-forums.com/index.php?topic=705133>

Question 1159

Transformational leaders _____.

- A) motivate followers to ignore self-interests
- B) make needed, but relatively routine, changes
- C) motivate followers by exchanging rewards
- D) emphasize having subordinates implement procedures correctly

Answer: <https://biology-forums.com/index.php?topic=704273>

Question 1160

When verbal and nonverbal messages conflict, receivers often give more weight to the words used.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704524>

Question 1161

Which of the following situations is best suited for communication via a lean medium?

- A) A manager wants to postpone a scheduled meeting by a few days.
- B) A team leader needs to address a "clear-the-air" meeting in the light of some team disharmony.
- C) An airline plans to layoff a significant part of its ground crew.
- D) A CEO wishes to announce the company's merger with a competitor.

Answer: <https://biology-forums.com/index.php?topic=704556>

Question 1162

Companies perform _____ to reinforce efforts that have contributed to desired results and to correct those that have not.

- A) internal audits
- B) organizational performance evaluations
- C) SWOT analyses
- D) benchmarking exercises

Answer: <https://biology-forums.com/index.php?topic=704042>

Question 1163

Frederick Taylor, who is credited to be the "father of modern management," believed that employees are primarily motivated by pay.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703662>

Question 1164

A subordinate begins using gestures similar to those of his superior and imitating certain aspects of the superior's speech patterns. This is indicative of _____ power that exists in organizations.

- A) expert
- B) legitimate
- C) reward
- D) referent

Answer: <https://biology-forums.com/index.php?topic=704248>

Question 1165

_____ is the degree to which members are motivated to remain in a group.

- A) Reliability
- B) Conformity
- C) Cohesion
- D) Consistency

Answer: <https://biology-forums.com/index.php?topic=704480>

Question 1166

Companies that use "stage gate" control technology divide projects into several stages with gates between them. The gates act as comprehensive quality control checks that have to be passed before a gate will open. Managers measure performance at the end of each stage to decide whether the project should move forward. Which of the following is a drawback of this technology?

- A) Promising new projects might be killed too soon by overeager, stage gate keepers.
- B) Reviewing the project at each stage may lead to overanalysis and underperformance.
- C) achieving low consensus between assessments about performance
- D) gaining no up-front commitment to the performance measurement methods

Answer: <https://biology-forums.com/index.php?topic=704854>

Question 1167

What can be said about decision making in centralized organizations and decentralized organizations? How do centralization and decentralization

relate to formalization?

Answer: <https://biology-forums.com/index.php?topic=705169>

Question 1168

Need hierarchy and acquired needs content theories focus on the identification of external factors of motivation, while the two-factor content theory focuses on identifying internal factors of motivation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704306>

Question 1169

Which of the following is true regarding a committee?

- A) Committees are not originated by the organization.
- B) Membership is voluntary and informal.
- C) The members of a committee have different permanent jobs.
- D) Committees are relatively permanent.

Answer: <https://biology-forums.com/index.php?topic=704445>

Question 1170

Albert Bandura's social cognitive theory defines physiological and psychological arousal as _____.

- A) succeeding on a similar prior task and attributing that success to one's own capabilities rather than to luck or circumstances
- B) statements from others that convince a person that he or she can successfully perform the task
- C) gaining knowledge by observing how others perform a task and then modeling one's own behavior in a similar manner
- D) potential energizing forces that can increase self-efficacy beliefs if the focus is directed to the task

Answer: <https://biology-forums.com/index.php?topic=704378>

Question 1171

What is a "reverse supply chain"?

Answer: <https://biology-forums.com/index.php?topic=704818>

Question 1172

The final element in the planning process involves _____.

- A) assessing the firm's external environment
- B) monitoring outcomes
- C) measuring objectives and assigning priorities
- D) implementing plans

Answer: <https://biology-forums.com/index.php?topic=704109>

Question 1173

Seth is required to make quarterly presentations to the firm's senior management on how the resources allocated to his department are being utilized. He also provides a regular update on the work done by his department. What managerial role does Seth play in this example?

- A) disseminator
- B) spokesperson
- C) liaison
- D) monitor

Answer: <https://biology-forums.com/index.php?topic=703772>

Question 1174

Which of the following is true for the dimensions of national culture?

- A) Citizens in nations high in uncertainty avoidance prefer to have fewer rules.
- B) Power distance is a measure of the extent to which a group has power and status differences.
- C) Countries emphasizing masculine traits value activities that lead to success, money, and possessions.
- D) Individualism is the extent to which a person's identity is a function of the group(s) to which the person belongs.

Answer: <https://biology-forums.com/index.php?topic=703910>

Question 1175

Which of the following is an example of personal power?

- A) reward power
- B) coercive power

- C) referent power
- D) legitimate power

Answer: <https://biology-forums.com/index.php?topic=704237>

Question 1176

Department A shows an annual after-tax profit of \$400,000 from invested assets of \$12 million. Department B shows an annual after-tax profit of \$400,000 from invested assets of \$8 million. Which unit had the best financial performance?

- A) Department A performed the best.
- B) Department B performed the best.
- C) Both departments had the same financial performance.
- D) Performance cannot be determined from these statistics.

Answer: <https://biology-forums.com/index.php?topic=704877>

Question 1177

The managerial function of _____ is the process of attempting to influence other people to attain the objectives of an organization.

- A) directing
- B) auditing
- C) planning
- D) organizing

Answer: <https://biology-forums.com/index.php?topic=703738>

Question 1178

A Gantt chart can help managers devise an action plan in all of the following ways EXCEPT _____.

- A) showing any expected overlap in the timing of specific actions
- B) showing the sequence in which the actions will be completed
- C) showing when actions will start and how long they require for completion
- D) showing the course of action to be taken if plans need to be changed during the course of their implementation

Answer: <https://biology-forums.com/index.php?topic=704105>

Question 1179

Individuals in high-context cultures tend to pay little attention to the situational factors surrounding the communication process.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704532>

Question 1180

_____ is a learned set of assumptions, values, and beliefs that have been accepted by members of a group and that affect human behavior.

- A) History
- B) Nationality
- C) Ethnicity
- D) Culture

Answer: <https://biology-forums.com/index.php?topic=703891>

Question 1181

In which of the following steps of the classical model do managers assess sources and reasons for potential resistance to the decision?

- A) monitoring and evaluation results
- B) selecting alternatives
- C) implementing the decision
- D) generating alternatives

Answer: <https://biology-forums.com/index.php?topic=704649>

Question 1182

Inertia, mistrust, and lack of information can cause problems during the movement stage of the change process.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704935>

Question 1183

A farming goods supply company observes that recent low rainfall over much of the area that it services has resulted in a significant drop in sales.

Management decides to change the thrust of their strategy from sales of tractors, harvesters and other such equipment to piping, pumps, sprinklers, and irrigation supplies. Which of the following statements would most accurately direct the rate and need for this change?

- A) A slow rate of change can be frustrating for those people who want to see some concrete results for their efforts.
- B) Once the rate of change has been set, it cannot be altered.
- C) Too slow a rate of change might cause the conditions that created the need for it to shift significantly.
- D) Too rapid a rate of change does not give people time to adapt to the change.

Answer: <https://biology-forums.com/index.php?topic=705013>

Question 1184

One of the greatest potential advantages of using a _____ is that it allows managers to focus on core competencies.

- A) regional structure
- B) product structure
- C) network structure
- D) functional structure

Answer: <https://biology-forums.com/index.php?topic=705135>

Question 1185

The efficiency perspective of social responsibility states that it is irresponsible to maximize shareholders' wealth because they are not the only ones responsible for a firm's existence.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703846>

Question 1186

What are product and process technological changes?

Answer: <https://biology-forums.com/index.php?topic=704047>

Question 1187

Explain any three types of influence tactics that managers can use to influence employees.

Answer: <https://biology-forums.com/index.php?topic=704297>

Question 1188

An individual has a strong desire to influence others and to be in charge. These behaviors are most closely associated with the individual's _____.

- A) drive to succeed
- B) self-confidence
- C) motivation to lead
- D) emotional maturity

Answer: <https://biology-forums.com/index.php?topic=704258>

Question 1189

_____ refers to the process of screening out some parts of an intended message because they contradict our beliefs or desires.

- A) Attribute substitution
- B) Selective perception
- C) Groupthink
- D) Subjective validation

Answer: <https://biology-forums.com/index.php?topic=704588>

Question 1190

Firms with _____ and _____ usually employ a geographic structure to manage international sales.

- A) high foreign sales; high product diversification
- B) low foreign sales; high product diversification
- C) low foreign sales; low product diversification
- D) high foreign sales; low product diversification

Answer: <https://biology-forums.com/index.php?topic=705151>

Question 1191

Which of the following is most likely to be the content of an upward communication in an organization?

- A) questions
- B) directions

- C) goals
- D) decisions

Answer: <https://biology-forums.com/index.php?topic=704569>

Question 1192

_____ asserts that individuals are likely to compare the ratios of inputs to outcomes they receive against the ratios of other people, such as colleagues or acquaintances.

- A) Two-factor theory
- B) Expectancy theory
- C) Acquired needs theory
- D) Equity theory

Answer: <https://biology-forums.com/index.php?topic=704365>

Question 1193

Why might a school principal rely on "critical incidents" to provide feedback to teachers during appraisals?

Answer: <https://biology-forums.com/index.php?topic=704202>

Question 1194

In a group decision-making process, appointing a devil's advocate will prevent groupthink.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704630>

Question 1195

Which of the following is a drawback of the BEP analysis?

- A) It can provide wrong indices of profit and loss and confuse managers.
- B) It detracts from cost reduction and profit maximization.
- C) It can discourage future profitable activities if they initially don't seem profitable.
- D) It can only be conducted after production has been completed and inventory costs have been made.

Answer: <https://biology-forums.com/index.php?topic=704885>

Question 1196

Why might real-time adjustments in Metal Craft's plans be necessary?

Answer: <https://biology-forums.com/index.php?topic=704143>

Question 1197

When nonverbal messages are _____ the spoken message, the odds of effective communication taking place are _____.

- A) incompatible with; unaffected
- B) similar to; greatly reduced
- C) consistent with; increased
- D) distinct from; improved

Answer: <https://biology-forums.com/index.php?topic=704550>

Question 1198

According to authentic leadership development theory, those who earn the designation from others as authentic leaders _____.

- A) have a tendency to display directive leadership behaviors
- B) are associated with high emotional intelligence
- C) have high levels of self-awareness and self-regulation
- D) tend to be substitutable and the leadership becomes weak

Answer: <https://biology-forums.com/index.php?topic=704277>

Question 1199

In the context of an organization, all managers are members but all members are not managers.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703647>

Question 1200

According to the universal approach to ethical decision making, managers must first determine whether a course of action can apply to all people in all

situations, then ask themselves whether _____.

- A) the rewards of the act can be equitably distributed
- B) they would want the same rule applied to themselves
- C) the act has moral significance in the community
- D) the costs and benefits of the act can be equitably distributed

Answer: <https://biology-forums.com/index.php?topic=705201>

Question 1201

List the three components emphasized in Hackman and Oldham's job characteristics model.

Answer: <https://biology-forums.com/index.php?topic=704402>

Question 1202

A command group consists of a supervisor or manager and all those who report to that person.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704418>

Question 1203

Mintzberg's typology of managerial roles entails three major categories: planning, directing, and controlling.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703670>

Question 1204

Moral intensity refers to the impact of ethics and morality on a group of people.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703844>

Question 1205

During the _____ stage of group development, a consensus about the group's issues begins to appear and the members start identifying with the group and its goals.

- A) storming
- B) forming
- C) performing
- D) norming

Answer: <https://biology-forums.com/index.php?topic=704458>

Question 1206

The motivational forces that come from a person are called "pull" or external forces.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704304>

Question 1207

The _____ is where the selling price of a unit of a product minus its variable costs exceeds the fixed costs for that unit.

- A) break-even point
- B) current ratio
- C) inventory turnover ratio
- D) return on investment

Answer: <https://biology-forums.com/index.php?topic=704882>

Question 1208

Which of the following should managers do to decrease conflict in a cross-functional team?

- A) limit transparency regarding members' personal agendas
- B) encourage "mindfulness" after examining divergent points of view
- C) encourage individual effort over group synergy
- D) decrease members' ownership in group decisions

Answer: <https://biology-forums.com/index.php?topic=704486>

Question 1209

Discuss the term quality and explain how improving quality can lower costs and boost revenues.

Answer: <https://biology-forums.com/index.php?topic=704807>

Question 1210

Which of the following occurs when managers "throw good money after bad"?

- A) rational ignorance
- B) escalating commitment
- C) superrationality
- D) satisficing

Answer: <https://biology-forums.com/index.php?topic=704689>

Question 1211

Crystal is a vintage champagne, meaning that the champagne is made in the best years for wine production and all grapes used to make the wine are harvested in the same year. No other champagne can match this quality. Crystal has a _____.

- A) strategic vision
- B) consistent advantage
- C) production advantage
- D) competitive advantage

Answer: <https://biology-forums.com/index.php?topic=703976>

Question 1212

Which of the following is a common error committed by less-experienced managers?

- A) They tend to forgo control in order to foster good relations with their employees.
- B) They tend to avoid formal methods and control by "gut" instinct.
- C) They tend to apply more control than is necessary to show they are "in charge."
- D) They tend to defer control to top management.

Answer: <https://biology-forums.com/index.php?topic=704904>

Question 1213

Which of the following statements is true of the quality of a product?

- A) Quality is not related to reliability.
- B) Quality consists of both efficiency and effectiveness.
- C) Quality definitions are different for products and services.
- D) Quality enhancements affect future, not current, revenues.

Answer: <https://biology-forums.com/index.php?topic=704745>

Question 1214

The degree of stretch in a budget refers to the _____.

- A) resilience of the budget
- B) standardization of the budget
- C) tightness of the budget
- D) acceptability of the budget

Answer: <https://biology-forums.com/index.php?topic=704889>

Question 1215

Which of the following is a reason for involving in decision making the people who are going to be affected by its results?

- A) They will be more committed to meeting standards that they themselves have created.
- B) They will be more accepting of losses and failures if they are involved from the start.
- C) The degree of difficulty will neither be too difficult nor too ambitious.
- D) The decision-making process will not be partial or biased toward anyone.

Answer: <https://biology-forums.com/index.php?topic=704850>

Question 1216

A customer segment is defined as a group of customers who _____.

- A) are found in the same geographical location
- B) have homogeneous demographic characteristics
- C) place a similar value on product features

D) are the first to purchase innovative products

Answer: <https://biology-forums.com/index.php?topic=704036>

Question 1217

Total quality management (TQM) encompasses a commitment from employees at all levels to continually strive to make improvements and satisfy customers.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704720>

Question 1218

Which of the following characteristics is typically associated with a low-context culture?

- A) The medium may be as important as the message itself.
- B) The rank of the receiver has a major influence on the message and the medium.
- C) Nonverbal cues are considered to be very important.
- D) More and greater adjustments are made in messages.

Answer: <https://biology-forums.com/index.php?topic=704597>

Question 1219

Which of the following is a corrective action that could be taken based on the outcomes of performance measurement?

- A) increase in training
- B) increase in production targets
- C) increase in recognition
- D) addition of a new product line

Answer: <https://biology-forums.com/index.php?topic=704861>

Question 1220

Which of the following is a potential cause of relationship conflict?

- A) ambiguities regarding the tasks to be accomplished
- B) differences in goals, objectives, and perspectives
- C) dissimilarities in the composition of the membership of the group
- D) scarcity of resources to accomplish the group's goals

Answer: <https://biology-forums.com/index.php?topic=704499>

Question 1221

The first step of the control process in an organizational setting is _____.

- A) establishing standards
- B) measuring performance
- C) comparing performance to standard
- D) evaluating performance

Answer: <https://biology-forums.com/index.php?topic=704847>

Question 1222

Which of the following organizational levels is also known as the strategic business unit?

- A) corporate level
- B) operational level
- C) business level
- D) functional level

Answer: <https://biology-forums.com/index.php?topic=704085>

Question 1223

Because many organizational environments have become more dynamic, managers often respond by trying to "flatten" their organizational structures, often removing whole levels of hierarchy and people in the process. This process is often referred to as _____.

- A) downsizing
- B) leveling
- C) cost cutting
- D) layering

Answer: <https://biology-forums.com/index.php?topic=705079>

Question 1224

According to Fiedler's leadership contingency theory, a favorable situation for the leader exists when the task is highly unstructured.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704222>

Question 1225

After winning a huge contract to build an expressway, AZ Builders Corp. has decided to create a cross-functional team that will be made up of experts from different fields, including civil engineers, architects, and accountants. The company's board of directors also decides to institute a one-month training program for this group in order to help them shape the goals and plans to implement this project. In this example, the focus of change is

- A) structure
- B) systems
- C) technology
- D) staff

Answer: <https://biology-forums.com/index.php?topic=704958>

Question 1226

_____ is usually the most difficult managerial task in the control process.

- A) Establishing standards
- B) Comparing performance to standards
- C) Evaluating and taking corrective action
- D) Measuring performance

Answer: <https://biology-forums.com/index.php?topic=704856>

Question 1227

A _____ span of control throughout an organization will lead to a _____ organization structure with multiple reporting layers.

- A) narrow; tall
- B) wide; tall
- C) wide; diverse
- D) narrow; flat

Answer: <https://biology-forums.com/index.php?topic=705069>

Question 1228

_____ refers to a situation in which the expected behaviors for a group member are not clearly defined.

- A) Role conflict
- B) Role overload
- C) Role insufficiency
- D) Role ambiguity

Answer: <https://biology-forums.com/index.php?topic=704469>

Question 1229

Managing the change process in an organization is easy as the need for change is usually obvious.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704920>

Question 1230

Leadership process can be best described as a(n) _____.

- A) internal consciousness
- B) charismatic aptitude
- C) personal attribute
- D) interpersonal process

Answer: <https://biology-forums.com/index.php?topic=704225>

Question 1231

_____ is an internal recruiting method in which a job, its pay, level, description, and qualifications are announced to all current employees.

- A) Job design

- B) Job rotation
- C) Job posting
- D) Job sharing

Answer: <https://biology-forums.com/index.php?topic=703700>

Question 1232

A global mind-set can allow a manager to influence individuals, groups, and organizations from diverse sociocultural and institutional environments.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703879>

Question 1233

BEL Services is a long-time federal contractor. It was recently noticed that the company has not been implementing affirmative action policies for people with disabilities. Which of the following is BEL violating?

- A) Rehabilitation Act of 1973
- B) Equal Pay Act of 1963
- C) Executive Order 11246
- D) Fourteenth Amendment

Answer: <https://biology-forums.com/index.php?topic=703819>

Question 1234

As a reason for resistance to change, the term inertia means _____.

- A) refusing to believe that change is necessary or helpful
- B) mistrusting those who are communicating the need for change
- C) lacking adequate information about the need for change
- D) being comfortable with the present way of doing things

Answer: <https://biology-forums.com/index.php?topic=704966>

Question 1235

Which of the following would lead to lower profits for an industry?

- A) few substitutes
- B) quality-based competition
- C) many suppliers
- D) low entry barriers

Answer: <https://biology-forums.com/index.php?topic=703999>

Question 1236

By stating its intention to "To be the world's leading sports and fitness company," Nike is articulating its _____.

- A) action plan
- B) global forecast
- C) mission statement
- D) marketing target

Answer: <https://biology-forums.com/index.php?topic=703987>

Question 1237

Which of the following is a requirement for swift trust?

- A) Team members must learn a common language to communicate better.
- B) The manager must let the team members eliminate misunderstandings among themselves.
- C) The manager must have significant cultural knowledge and sensitivity to handle the virtual team.
- D) Team members must know each other's faiths before starting a project.

Answer: <https://biology-forums.com/index.php?topic=703940>

Question 1238

Which of the following situations is best suited for communication via a rich medium?

- A) An accountant requests employees to file their income tax returns.
- B) A salesperson has to claim reimbursement for out-of-pocket expenses.
- C) A team leader has to intimate team members of the schedule for the next meeting.
- D) An employee wishes to discuss a hike in his salary.

Answer: <https://biology-forums.com/index.php?topic=704558>

Question 1239

The _____ allows a company to capture the highest economies of scale.

- A) continuous flow production process
- B) assembly-line production process
- C) job shop production process
- D) small batch production process

Answer: <https://biology-forums.com/index.php?topic=704788>

Question 1240

In graphic rating scales, the characteristics being evaluated are clearly defined and are not left to individual interpretation.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703667>

Question 1241

A sales representative is informed by his supervisor that if he exceeds his sales for the last quarter by 20 percent then some of his more difficult clients will be transferred to another sales representative. The supervisor strongly believes that the transfer will help him achieve past sales targets in the subsequent years. This is an example of _____.

- A) negative reinforcement
- B) punishment
- C) extinction
- D) positive reinforcement

Answer: <https://biology-forums.com/index.php?topic=704386>

Question 1242

A monthly interdepartmental meeting goes badly because the managers cannot agree on an agenda. Sales managers argue that new advertising strategies should be a top priority because sales have dropped; operations managers argue that equipment acquisition should take precedence because a key system is down. The failure of this meeting can be most clearly attributed to _____.

- A) cultural barriers
- B) interpersonal barriers
- C) organizational barriers
- D) emotional barriers

Answer: <https://biology-forums.com/index.php?topic=704591>

Question 1243

As the general manager of a steel plant, Frederick Ivanovic has to divide his time between supervising the overall functioning of the plant, resolving conflicts between workers, preparing production reports, and meeting with his seniors to provide them with regular updates. This reflects the constraint dimension of management.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703680>

Question 1244

_____ refers to the interference with the transmission or decoding of a message.

- A) Positive feedback
- B) Noise
- C) Medium
- D) Negative feedback

Answer: <https://biology-forums.com/index.php?topic=704542>

Question 1245

Which of the following is a defining characteristic of an organization that affects communication?

- A) Organizations are composed of only groups, rather than individuals.
- B) Organizations are oriented towards performance, rather than goals.
- C) Organizations have continuity through time.
- D) Organizations have only integrated functions.

Answer: <https://biology-forums.com/index.php?topic=704561>

Question 1246

Rainbow Education is a company that decides to enter the commercial education market by purchasing a small company that prepares students to take high-stakes tests. How is the company choosing to enter this new market?

- A) by acquisition
- B) by strategic alliance
- C) by organic growth
- D) by leveraging core competencies

Answer: <https://biology-forums.com/index.php?topic=704041>

Question 1247

Which of the following is the first step in the strategic management process?

- A) determining strategic vision
- B) formulating strategy
- C) securing interim financing
- D) establishing objectives

Answer: <https://biology-forums.com/index.php?topic=703985>

Question 1248

Which of the following is the best example of cognitive differentiation?

- A) At a civil engineering firm, some engineers specialize in construction engineering, while others specialize in environmental engineering.
- B) Accountants think about the organization's overall performance in terms of financial results, whereas marketers view performance in terms of customer satisfaction.
- C) At a shoe company, the product development department relies on marketing data to generate ideas for promising new products.
- D) An auto manufacturer produces a luxury automobile in order to enhance the image of its other vehicles.

Answer: <https://biology-forums.com/index.php?topic=704172>

Question 1249

_____ is the set of forces that energize, direct, and sustain behavior.

- A) Motivation
- B) Socialization
- C) Acculturation
- D) Empowerment

Answer: <https://biology-forums.com/index.php?topic=704328>

Question 1250

Which of the following statements is true about programmed decisions?

- A) Top managers usually face these decisions.
- B) They are made in response to problems that are either complex or novel.
- C) Past decisions are of little help while making these decisions.
- D) These decisions are made when the nature of the problem is well-defined.

Answer: <https://biology-forums.com/index.php?topic=704670>

Question 1251

Which of the following is true for the Fourteenth Amendment?

- A) It grants all citizens the right to make, perform, modify, and terminate contracts and enjoy all benefits, terms, and conditions of the contractual relationship
- B) It requires affirmative action in the employment of individuals with disabilities.
- C) It prohibits discrimination in employment against individuals aged 40 or older.
- D) It provides equal protection for all citizens and requires due process in state action.

Answer: <https://biology-forums.com/index.php?topic=703817>

Question 1252

Which of the following directives should an individual follow to become an effective cross-cultural communicator?

- A) For low-context cultures, oral communications should be organized so that major points are immediately and directly stated.
- B) For high-context cultures, the message should not contain even a few words or phrases in the listener's language, as they may be misconstrued.
- C) For low-context cultures, as many details as possible should be learnt in advance about the target organization and its specific individual representatives.
- D) For low-context cultures, one should be especially careful about their body language and tone of voice.

Answer: <https://biology-forums.com/index.php?topic=704603>

Question 1253

The first step in the control process is dependent on the existence of _____.

- A) the department of human resources
- B) the absence of well-defined performance yardsticks
- C) a favorable cost-benefit ratio
- D) as much specificity as possible so that standards are not vague

Answer: <https://biology-forums.com/index.php?topic=704848>

Question 1254

Why might people resist seeing the initial need for change?

Answer: <https://biology-forums.com/index.php?topic=705053>

Question 1255

What is core competence?

Answer: <https://biology-forums.com/index.php?topic=704050>

Question 1256

Evaluating employee performance on completed tasks is not a part of controlling.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703668>

Question 1257

In _____, people pay close attention to the situation and its various elements.

- A) high-context cultures
- B) individualism
- C) power distance
- D) gender focus

Answer: <https://biology-forums.com/index.php?topic=703934>

Question 1258

_____ is the process of conferring to arrive at an agreement between different parties, each with its own interests and preferences.

- A) Intervention
- B) Corroboration
- C) Negotiation
- D) Collectivization

Answer: <https://biology-forums.com/index.php?topic=704604>

Question 1259

A strategic control system is likely to be useful when environmental turbulence is _____ and it is _____ to specify and measure precise strategic objectives.

- A) high; easy
- B) low; difficult
- C) low; easy
- D) high; difficult

Answer: <https://biology-forums.com/index.php?topic=704873>

Question 1260

Since the two major costs of a company, annual carrying costs and _____, vary inversely, there are always tradeoffs to make.

- A) ordering costs
- B) holding costs
- C) overhead costs
- D) variable costs

Answer: <https://biology-forums.com/index.php?topic=704764>

Question 1261

Which of the following questions is a matter of strategic scope for an organization?

- A) How much money is to be allocated to the sales and marketing departments annually?

- B) What can be done to employ more ethnic and gender minorities in the organization?
C) What changes have to be made, in terms of policy, at the new manufacturing units in China?
D) How can the ratio of employees to supervisors be improved to increase productivity?

Answer: <https://biology-forums.com/index.php?topic=704868>

Question 1262

The Delphi technique is used to improve problem formulation.

- A) True
B) False

Answer: <https://biology-forums.com/index.php?topic=704638>

Question 1263

Which of the following is an example of a task group?

- A) The safety committee at N&S is made up of members from each department in the company.
B) A number of employees at Lemontree watch a movie together every Friday night.
C) The project design team at LPR consists of members from three departments.
D) The manufacturing assembly units at JEG, an automotive parts company, see rapid turnover.

Answer: <https://biology-forums.com/index.php?topic=704443>

Question 1264

In the assembly line of an automobile manufacturer, the car engine is installed first. After this, the product is passed on to the next stage where it is fitted with the hood. The product then goes on to the third step in the process where the wheels are fitted. The above situation, where the finished product of one step becomes the raw material for the next, is an example of _____ interdependence.

- A) sequential
B) reciprocal
C) task
D) pooled

Answer: <https://biology-forums.com/index.php?topic=704187>

Question 1265

Which of the following is a disadvantage of oral communication?

- A) does not command attention
B) low flexibility
C) easy to ignore
D) subject to misinterpretation

Answer: <https://biology-forums.com/index.php?topic=704545>

Question 1266

Which of the following is the first step in managing the value chain?

- A) analyze how suppliers, distributors, and other business partners fit into a value net
B) determine where in the value chain there is potential to add the greatest value
C) use formulated strategies to earn above-average returns
D) develop valuable capabilities and use them to provide products that are superior in value

Answer: <https://biology-forums.com/index.php?topic=704015>

Question 1267

Which of the following is an example of oral communication?

- A) videoconferences
B) reports
C) memos
D) faxes

Answer: <https://biology-forums.com/index.php?topic=704543>

Question 1268

The job characteristics model developed by two organizational scientists, J. Richard Hackman and Greg Oldham, emphasizes core job characteristics, such as skill, variety, and task significance.

- A) True
B) False

Answer: <https://biology-forums.com/index.php?topic=704312>

Question 1269

Dr. Magorium's Toy Co. managers hold a meeting every July to decide on the Christmas season offerings to be made that year in order to make good revenues for the organization. Which of the following scenarios best parallels this?

- A) A university decides to discontinue a philosophy course due to lack of students signing up for it.
- B) A hotdog seller calculates how many buns he must buy as the next day he plans to be outside the Superbowl stadium.
- C) A manager in a chemical plant is in the process of deciding whether there is need for another new ethanol-refining machine or whether he can meet the demand with existing ones.
- D) A Hollywood producer promotes his latest action feature with emphasis on areas where action films traditionally do well.

Answer: <https://biology-forums.com/index.php?topic=704760>

Question 1270

Janet has been a manager at N&S for the past six years. Following the retirement of her superior, Janet expected to be promoted in his place. However, a male colleague with similar qualifications and less experience was promoted instead. Janet notices that most top-level managers in N&S are male, even though a substantial percentage of the employees are female. Which of the following terms explains this scenario?

- A) the golden handshake
- B) the glass ceiling
- C) the golden handcuffs
- D) the glass cliff

Answer: <https://biology-forums.com/index.php?topic=703805>

Question 1271

_____ is a system of getting the right materials to the right place at the right time.

- A) Computer-assisted delivery
- B) Total quality management
- C) Materials requirement planning
- D) Flexible manufacturing

Answer: <https://biology-forums.com/index.php?topic=704761>

Question 1272

Organizational _____ illustrate relationships among an organization's units and lines of authority.

- A) paradigms
- B) contexts
- C) charts
- D) channels

Answer: <https://biology-forums.com/index.php?topic=704166>

Question 1273

As the complexity of managing supply chains has increased, its potential strategic importance has decreased.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704742>

Question 1274

A country's _____ consists of its rules, policies, and enforcement processes.

- A) socioeconomic landscape
- B) cultural milieu
- C) economic dimension
- D) institutional environment

Answer: <https://biology-forums.com/index.php?topic=703882>

Question 1275

The ABC analysis model helps managers decide when to order a product and how much of it to order.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704733>

Question 1276

According to equity theory, if the ratio of an employee's outcomes to his/her inputs is equal to the ratio of another employee's outcomes to inputs then

the employee is motivated to _____.

- A) increase his own outcomes
- B) reevaluate the other employee's inputs
- C) change the referent
- D) do nothing

Answer: <https://biology-forums.com/index.php?topic=704366>

Question 1277

Explain the concepts of unity of command and span of control.

Answer: <https://biology-forums.com/index.php?topic=705166>

Question 1278

In a product structure, each product is treated as a _____; that is, the expenses related to a product are subtracted from the revenues generated by selling it.

- A) cost center
- B) core competency
- C) profit center
- D) functional division

Answer: <https://biology-forums.com/index.php?topic=705099>

Question 1279

Escalation of commitment can lead to positive consequences for organizations.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704631>

Question 1280

_____ typically relate to alterations in how to make products or how to manage enterprises.

- A) Sociocultural changes
- B) Economic changes
- C) Process technological changes
- D) Product technological changes

Answer: <https://biology-forums.com/index.php?topic=703991>

Question 1281

A _____ is an organization that invests the primary authority for major strategic decisions in the home office.

- A) region-country focused
- B) transnational focus
- C) globally focused
- D) state focused

Answer: <https://biology-forums.com/index.php?topic=703923>

Question 1282

Chris manages a team of legal content developers at Spartal, a legal process outsourcing company. In order to meet an important deadline, Chris wants the employees to work for a few extra hours every day. Chris offers special incentives to the employees for finishing the job on time and for putting in extra work hours. Which of the following influence tactics is used here?

- A) exchange
- B) collaboration
- C) ingratiation
- D) coalition

Answer: <https://biology-forums.com/index.php?topic=704251>

Question 1283

Organizational management is considered a subset of organizational leadership.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704204>

Question 1284

Which of the following would act as a neutralizer of leadership?

- A) direct feedback from the tasks
- B) prolonged training sessions
- C) advisory or staff support
- D) inflexible organization procedures

Answer: <https://biology-forums.com/index.php?topic=704291>

Question 1285

Which of the following is the most people-oriented change focus used within an organization?

- A) getting the manager to provide new information
- B) directly enhancing knowledge, skills and abilities
- C) adding, subtracting, or interchanging people
- D) attempting to change how staff members relate to each other

Answer: <https://biology-forums.com/index.php?topic=704962>

Question 1286

A shift manager at a fast-food restaurant is using _____ when she fines a habitually tardy crew member the equivalent of one hour's pay each day he is late for work.

- A) punishment
- B) extinction
- C) employment psychology
- D) negative reinforcement

Answer: <https://biology-forums.com/index.php?topic=704390>

Question 1287

David stops making unsolicited suggestions when his team leader no longer mentions them in group meetings. David's behavior is most likely due to _____.

- A) extinction
- B) negative reinforcement
- C) punishment
- D) positive reinforcement

Answer: <https://biology-forums.com/index.php?topic=704392>

Question 1288

A manufacturer striving to be the lowest-cost producer of a product or service, while charging slightly less than industry-average prices, is pursuing a(n) _____.

- A) cost leadership strategy
- B) multipoint competition strategy
- C) differentiation strategy
- D) integrated leadership strategy

Answer: <https://biology-forums.com/index.php?topic=704028>

Question 1289

In early 2007, Cadbury Schweppes announced its intention to separate its U.S. beverage division from its core confectionery business. In this case, Cadbury Schweppes was focusing on _____.

- A) changing its staff
- B) changing its systems
- C) changing its culture
- D) changing its structure

Answer: <https://biology-forums.com/index.php?topic=704955>

Question 1290

Which of the following stages in the development of leader-member relationships is associated with almost unlimited amounts of reciprocal influence?

- A) acquaintance
- B) maturity
- C) stranger
- D) introduction

Answer: <https://biology-forums.com/index.php?topic=704279>

Question 1291

In Rosemary Stewart's analysis of a managerial job along different dimensions, what sort of factors might be found in the choices dimension?

Answer: <https://biology-forums.com/index.php?topic=703834>

Question 1292

Explain the four prominent dimensions of national culture.

Answer: <https://biology-forums.com/index.php?topic=703946>

Question 1293

_____ is when cultures differ in the extent to which they need clarity or can tolerate ambiguity.

- A) Power distance
- B) Collectivism
- C) Individualism
- D) Uncertainty avoidance

Answer: <https://biology-forums.com/index.php?topic=703898>

Question 1294

From an expectancy theory perspective, a manager who wanted to boost motivation levels would be least likely to _____.

- A) dispense rewards directly following particular levels of performance
- B) limit praise to encourage hard work
- C) identify rewards that are valued
- D) strengthen employees' beliefs that their efforts will lead to valued rewards

Answer: <https://biology-forums.com/index.php?topic=704374>

Question 1295

Auto parts manufacturer JEG Inc. has a number of vacancies at lower management levels and wants to fill the positions from within the company itself rather than recruit externally. The company plans to e-mail the job specifications to all employees and post the jobs on the company Web site. Which of the following, if true, will strengthen the company's decision?

- A) The majority of JEG employees have only a basic level of education.
- B) JEG favors a paternalistic managerial style and its organization culture tends to be rigid and controlling.
- C) It has been brought to the management's notice that several top performing entry level employees have received offers from rival companies.
- D) JEG recently instituted a technical skills improvement program for shop floor employees.

Answer: <https://biology-forums.com/index.php?topic=703707>

Question 1296

A(n) _____ specifies the amount of money the manager is authorized to spend and what items can be purchased or what expenses are allowed.

- A) operational budget
- B) proposed budget
- C) approved budget
- D) capital budget

Answer: <https://biology-forums.com/index.php?topic=704118>

Question 1297

Some employers use software to track the key strokes of their employees involved in data entry. The software reflects the overall productivity of the employees by recording their pace of work. This software is an example of _____.

- A) concurrent control of operations
- B) proactive control of operations
- C) postcontrol of operations
- D) precontrol of operations

Answer: <https://biology-forums.com/index.php?topic=704898>

Question 1298

The _____ strategy determines how a firm will compete in each of these markets.

- A) unit-level
- B) business-level
- C) functional
- D) corporate-level

Answer: <https://biology-forums.com/index.php?topic=704025>

Question 1299

The greater the environmental uncertainty, the more important it is for managers to stick to their original plan.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704064>

Question 1300

During the brainstorming process, individual members meet as a group, but they begin by silently and independently generating ideas to solve a problem.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704636>

Question 1301

Discuss the potential impact on employee motivation of Coyle and Sandoz accepting co-supervisory duties of the assembly line.

Answer: <https://biology-forums.com/index.php?topic=704415>

Question 1302

The speed of change and rapid flow of information increasingly require business plans that are flexible and dynamic.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704054>

Question 1303

The product development team at JEG were working together for a year and were very comfortable with an informal style of working. However, the new manager who stepped in preferred to use a more formal style during meetings and team interactions, as this was the way he had always worked. Which of the following is most similar to this situation?

- A) A spate of layoffs in competing firms encouraged manager of the sales team at LPR to change the team's way of working and set higher performance standards for the staff.
- B) Zygsys has always given employees autonomy in pacing their work, but a new member cited the experience from a former team and suggested that managers set all work schedules.
- C) The marketing team at N&S had to change their methods of planning campaigns after the manager decided that the old ways of working were too inefficient.
- D) After reviewing the design team's work methods, the CEO of Orangetree insisted that the team begin to maintain formal records of team meetings and activities.

Answer: <https://biology-forums.com/index.php?topic=704477>

Question 1304

In _____, contextual variables have much less impact on the determination of appropriate behaviors.

- A) collectivism
- B) low-context cultures
- C) gender focus
- D) power distance

Answer: <https://biology-forums.com/index.php?topic=703935>

Question 1305

The greater the psychological and emotional involvement of participants in ethics training, the greater their retention of learning points will be.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703854>

Question 1306

Which of the following defines the breadth of reengineering?

- A) It involves redesigning a set of processes rather than a single process.
- B) It involves engaging in new and different ways of behaving and interacting.
- C) It involves changing a host of core elements within an organization.
- D) It tries to reduce costs, shorten cycle times, and improve quality.

Answer: <https://biology-forums.com/index.php?topic=705035>

Question 1307

Which one of the following economies tends to have a more effective capital market than the rest?

- A) developed
- B) emerging
- C) developing
- D) expansive

Answer: <https://biology-forums.com/index.php?topic=703884>

Question 1308

Assuming that the e-mail message did involve a major strategic change, comment on the communication medium chosen by Kevin's boss.

Answer: <https://biology-forums.com/index.php?topic=704618>

Question 1309

_____ is a belief that future courses of action are rational and correct.

- A) Prospective rationality
- B) Cognitive complexity
- C) Cognitive dissonance
- D) Rosy retrospection

Answer: <https://biology-forums.com/index.php?topic=704690>

Question 1310

The _____ component of the value chain consists of activities that are designed to receive, store, and then disseminate various inputs related to the firm's products or services.

- A) service
- B) inbound logistics
- C) operations
- D) procurement

Answer: <https://biology-forums.com/index.php?topic=704007>

Question 1311

Which of the following is an advantage of written communication?

- A) greater translation precision
- B) high degree of flexibility
- C) decreased misinterpretation
- D) difficult to ignore

Answer: <https://biology-forums.com/index.php?topic=704544>

Question 1312

Which of the following statements is true about the interrelationship between plan types and levels?

- A) Functional-level managers largely focus on the development of tactical plans.
- B) Corporate managers are usually involved in developing tactical plans for their businesses.
- C) Business-level managers are involved in developing operational plans.
- D) Business-level managers may be involved in developing strategic plans for their business units.

Answer: <https://biology-forums.com/index.php?topic=704096>

Question 1313

Which of the following is true of the first step in evaluating change outcomes?

- A) Data should be collected at irregular intervals.
- B) The benefits of the data should be weighed against the costs.
- C) Analysis of change effects based on insignificant data is often informative.
- D) Every type of data that can be collected should be collected.

Answer: <https://biology-forums.com/index.php?topic=705017>

Question 1314

Which of the following is an example of process consultation?

- A) coaching and counseling
- B) diagnostic meetings
- C) behavior modeling
- D) responsibility charting

Answer: <https://biology-forums.com/index.php?topic=705026>

Question 1315

Edwin manages a small team of knowledge workers. He often faces tight deadlines and other work pressures. Despite this, Edwin remains a calm and composed leader. He is often praised for his ability to handle things with maturity. He is also receptive to healthy criticism. Which of the following attributes of leadership is most evident in Edwin's actions?

- A) self-confidence
- B) integrity
- C) drive to succeed
- D) emotional maturity

Answer: <https://biology-forums.com/index.php?topic=704260>

Question 1316

Societal culture can dramatically influence how people observe and interpret the business world around them.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703865>

Question 1317

If a domestic organization opens an international division, then the products sold by this division typically have broad appeal and there are relatively few customer differences across countries.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704162>

Question 1318

What is meant by the term unity of command?

- A) the idea that managers should have a limited span of control
- B) the idea that every employee should have one and only one boss
- C) the idea that interdependence within a firm should be kept to a minimum
- D) the idea that the line of authority should be clear and direct

Answer: <https://biology-forums.com/index.php?topic=704189>

Question 1319

According to Maslow's need hierarchy, which of the following needs relate to the need for self-respect and respect from other people?

- A) self-actualization needs
- B) social needs
- C) esteem needs
- D) safety needs

Answer: <https://biology-forums.com/index.php?topic=704341>

Question 1320

Which of the following represents the earliest attempt to model decision-making processes?

- A) the bounded rationality model
- B) the rational model
- C) the administrative model
- D) the retrospective decision model

Answer: <https://biology-forums.com/index.php?topic=704643>

Question 1321

_____ behaviors of leaders is considered a negative behavior across cultures.

- A) Dictatorial
- B) Individualistic
- C) Cautious
- D) Ambitious

Answer: <https://biology-forums.com/index.php?topic=704231>

Question 1322

A popular definition of quality is "fitness for use," which is a measure of how well a product or service performs its intended purpose.

- A) True

B) False

Answer: <https://biology-forums.com/index.php?topic=704719>

Question 1323

Which of the following refers to the power granted to a manager by the organization?

- A) referent power
- B) legitimate power
- C) reward power
- D) expert power

Answer: <https://biology-forums.com/index.php?topic=704236>

Question 1324

The Sarbanes-Oxley Act was enacted by the United States to enforce tariffs and quotas on goods imported from China.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703863>

Question 1325

What part of a SWOT analysis focuses on the external environment?

- A) weaknesses and threats
- B) strengths and opportunities
- C) opportunities and threats
- D) strengths and weaknesses

Answer: <https://biology-forums.com/index.php?topic=704019>

Question 1326

The manager of a chain of fast-food restaurants has noticed that the number of breakfast customers has fallen by 50 percent in the last 6 months. The manager believes this precipitous decline may be due to the extensive marketing campaign a competitor is running to promote its "good-to-go" breakfast menu. Which of the following steps would be most likely to regain the lost customers?

- A) introduce exotic items on the breakfast menu
- B) retrain the members of the breakfast crew
- C) survey staff and customers on what changes need to be implemented
- D) match the competitors ad campaign but with lower prices

Answer: <https://biology-forums.com/index.php?topic=704965>

Question 1327

Hersey and Blanchard's situational leadership model places particular attention on the behavior of followers.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704220>

Question 1328

Which of the following is a weakness of the regional structure?

- A) It often creates cross-regional coordination difficulties.
- B) It reduces the duplication of functional resources across regions.
- C) It reduces the firm's responsiveness to unique changes in the market.
- D) It usually fosters a weak sense of accountability for performance among regional managers.

Answer: <https://biology-forums.com/index.php?topic=705114>

Question 1329

The fundamental notion of process reengineering is that _____.

- A) form influences function
- B) form and function exist independently
- C) function influences form
- D) form and function are irrelevant to the process

Answer: <https://biology-forums.com/index.php?topic=704751>

Question 1330

Operations management is purely a specialized function, without organizational or strategic importance.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704718>

Question 1331

When the laws of a country related to enforcement of _____ are weak, firms with valuable technologies are reluctant to bring them into the country.

- A) environmental protection
- B) infrastructure dimensions
- C) intellectual property rights
- D) currency exchange rates

Answer: <https://biology-forums.com/index.php?topic=703886>

Question 1332

Quid pro quo sexual harassment involves requests or implied suggestions that sexual relations are required in exchange for continued employment or benefits.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703683>

Question 1333

Unlike Maslow's need hierarchy theory, Alderfer's ERG theory asserts that different levels of needs may be active at the same time.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704309>

Question 1334

Campacola is a soda company that is seeking to enter the market by introducing an unusual line of sodas that contain granules that pop in the mouth. It intends to sell these sodas at no greater cost than normal sodas. What strategy is the company using in entering the soda market?

- A) multipoint differentiation strategy
- B) cost leadership strategy
- C) integrated differentiation-cost leadership strategy
- D) focused differentiation strategy

Answer: <https://biology-forums.com/index.php?topic=704037>

Question 1335

Ferrari differentiates its products based on style and performance and targets a narrow segment of customers. Ferrari is pursuing a(n) _____.

- A) focused cost leadership strategy
- B) multipoint competition strategy
- C) integrated differentiation-cost leadership strategy
- D) focused differentiation strategy

Answer: <https://biology-forums.com/index.php?topic=704034>

Question 1336

Planning and control do not have to be linked together in organizations.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704842>

Question 1337

Would increased networking have improved Kevin's interpretation of the e-mail message?

Answer: <https://biology-forums.com/index.php?topic=704619>

Question 1338

The "Seven S" approach developed by McKinsey Consulting _____.

- A) is perhaps the most widely used strategy implementation framework
- B) allows managers to acquire, train, and develop personnel
- C) provides instant access to and immediate knowledge of new markets
- D) helps managers develop appropriate strategic alliances

Answer: <https://biology-forums.com/index.php?topic=704039>

Question 1339

Refer to the scenario above. Is the faculty group self-managed? Explain your answer.

Answer: <https://biology-forums.com/index.php?topic=704517>

Question 1340

JEG requires any mid-level manager who wants to move into top management to spend three years in each of the firm's operational areas. This requirement is an example of _____.

- A) 360 degree feedback
- B) at-risk compensation
- C) job sharing
- D) cross-functional job rotation

Answer: <https://biology-forums.com/index.php?topic=703800>

Question 1341

A(n) _____ is an individual who is at the communication interface between separate organizations or between different units within an organization.

- A) comprador
- B) arbitrator
- C) gatekeeper
- D) spokesperson

Answer: <https://biology-forums.com/index.php?topic=704602>

Question 1342

Which of the following actions is performed during the first stage of the negotiation process?

- A) fostering mutual trust
- B) establishing long-term associations
- C) developing personal rapport
- D) planning strategy and tactics

Answer: <https://biology-forums.com/index.php?topic=704607>

Question 1343

Which of the following techniques is used to improve the problem-solution process?

- A) brainstorming
- B) dialectical inquiry
- C) multiple advocacy
- D) devil's advocacy

Answer: <https://biology-forums.com/index.php?topic=704705>

Question 1344

Companies that advocate unity of command would be least likely to adopt which organizational structure?

- A) matrix
- B) division
- C) functional
- D) customer

Answer: <https://biology-forums.com/index.php?topic=705123>

Question 1345

A command group is a type of informal group.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704417>

Question 1346

The _____ analysis allows managers to gauge the amount of a product that must be sold to cover a firm's fixed and variable costs. This analysis is difficult because _____.

- A) efficiency; it is difficult to project variable costs accurately
- B) break-even point; it is difficult to project variable costs accurately
- C) activity; it is difficult to determine the total cost of inventory

D) return on equity; it is difficult to determine the total cost of inventory

Answer: <https://biology-forums.com/index.php?topic=704884>

Question 1347

According to Rosemary Stewart's analysis of a managerial job along different dimensions, what sort of factors might be found in the demands dimension?

Answer: <https://biology-forums.com/index.php?topic=703832>

Question 1348

In conditions of high task uncertainty and interdependence, values are a better integrating mechanism than goals.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704150>

Question 1349

The _____ focuses on how decision makers attempt to rationalize their choices after they are made.

- A) rational model
- B) retrospective decision model
- C) administrative model
- D) bounded rationality model

Answer: <https://biology-forums.com/index.php?topic=704666>

Question 1350

Goals that are measured, specific, and realistic, and to which people are committed, need to be free from time restraints in order to be effective.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704075>

Question 1351

Could continuous process improvement be used in this scenario?

Answer: <https://biology-forums.com/index.php?topic=704811>

Question 1352

Amy has put together a team of eight employees to conduct a review of the company's safety practices. This function is new to most group members and nearly all of them have come up to Amy personally to clarify their doubts about how the group will function and what their responsibilities will be. What stage of group development is Amy's team in?

- A) norming
- B) forming
- C) performing
- D) storming

Answer: <https://biology-forums.com/index.php?topic=704455>

Question 1353

Increasing globalization has dramatically changed the competitive landscape for everyone in recent years.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703859>

Question 1354

Managerial ethics begin at the top of the organization.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703837>

Question 1355

The _____ role emphasizes a manager's contacts with those outside the formal chain of command.

- A) disseminator
- B) liaison
- C) resource allocator

D) monitor

Answer: <https://biology-forums.com/index.php?topic=703760>

Question 1356

Which of the following is an example of lateral communication within an organization?

- A) an employee requesting permission from his boss to go on leave
- B) managers of two marketing teams discussing joint training programs
- C) a manager's message to employees indicating the schedule of the next meeting
- D) a supervisor reporting his division's performance to his manager

Answer: <https://biology-forums.com/index.php?topic=704567>

Question 1357

Refer to the scenario above. If workers on both lines receive a bonus upon reaching a specified level of productivity, what reinforcement approach is being utilized?

Answer: <https://biology-forums.com/index.php?topic=704414>

Question 1358

A group has additional characteristics beyond a team, including a higher degree of interdependent, coordinated interaction and a stronger sense of members' personal responsibility for achieving specified group outcomes.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704416>

Question 1359

Relatively enduring characteristics of a person are called _____.

- A) skills
- B) experiences
- C) traits
- D) attitudes

Answer: <https://biology-forums.com/index.php?topic=704256>

Question 1360

Organizational design is defined as the sum of the ways a firm divides its labor into distinct tasks and then coordinates them.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704146>

Question 1361

During the _____ of group development, members cautiously exchange information and conflicts begin to emerge.

- A) storming stage
- B) performing stage
- C) norming stage
- D) forming stage

Answer: <https://biology-forums.com/index.php?topic=704456>

Question 1362

Jenson Foods is headquartered in New Jersey and has subsidiaries in many countries across the world. The home office has centralized authority and the international subsidiaries follow the same or a similar strategy in each of their markets. Jenson Foods is following a _____.

- A) region-country focus
- B) global focus
- C) transnational focus
- D) state focus

Answer: <https://biology-forums.com/index.php?topic=703929>

Question 1363

A manager of a hotel chain looks at the advertised claims of his competitors over the last 10 years. He becomes concerned that his hotels may not offer the same level of customer service as his competitors do. What should the manager remind himself of before taking action?

- A) the objectivity of quality information
- B) the accuracy of quality information

- C) the timeliness of quality information
- D) the usefulness of quality information

Answer: <https://biology-forums.com/index.php?topic=704906>

Question 1364

Which of the following assumption is made while pursuing the rational model of decision making?

- A) Decision makers are not rational.
- B) Decision makers are not biased.
- C) The firm's objectives are unclear.
- D) The problem or opportunity is unclear.

Answer: <https://biology-forums.com/index.php?topic=704653>

Question 1365

Which of the following is NOT a key element in developing an action plan?

- A) monitoring the implementation
- B) making real-time adjustments
- C) accountability
- D) sequence and timing

Answer: <https://biology-forums.com/index.php?topic=704106>

Question 1366

Compare organizational structure and organizational design.

Answer: <https://biology-forums.com/index.php?topic=705159>

Question 1367

Characteristics of a person's job is considered an _____.

- A) external force that focuses on what the employee brings to the work setting
- B) internal and external force that focuses on what the person does in the work setting
- C) internal or push force that focuses on what happens to the individual
- D) internal and external force that focuses on what the person does outside the work setting

Answer: <https://biology-forums.com/index.php?topic=704334>

Question 1368

Which of the following would be the most helpful to employees who want to chart potential career paths within their company?

- A) job postings
- B) school placement centers
- C) employment agencies
- D) employee referrals

Answer: <https://biology-forums.com/index.php?topic=703702>

Question 1369

_____ is the belief in the superiority and importance of one's own group.

- A) Narcissism
- B) Machiavellism
- C) Jingoism
- D) Ethnocentrism

Answer: <https://biology-forums.com/index.php?topic=704595>

Question 1370

Kiera, an HR executive, updates Mason, the accounts manager: "We have received 500 resumes for the position of accountants. It's gonna take forever to screen these. Any ideas?" Mason suggests, "Rule out anyone without 2 years of accounting experience." This is an example of _____.

- A) uncertainty absorption
- B) information bias
- C) selective perception
- D) cognitive complexity

Answer: <https://biology-forums.com/index.php?topic=704658>

Question 1371

Conflict arises in a corporate training firm between sales staff and the educational designers. The sales staff wants courses to be customized

according to each client's specifications, while the designers prefer to produce general courses that can be sold to a wide range of companies. Which of the following would be the best way to reduce the conflict between these groups?

- A) Focus both groups on an issue that they have in common, such as improving customer satisfaction.
- B) Give managerial support to the group whose goals best fit the overall strategic direction of the company.
- C) Require everyone to attend company-sponsored anger management classes.
- D) Focus on relational conflicts, rather than relevant substantive differences.

Answer: <https://biology-forums.com/index.php?topic=704500>

Question 1372

During the "forming" stage of group development, the group members usually _____.

- A) express their differing opinions
- B) get acquainted with each other
- C) carry out cooperative actions
- D) build consensus on basic issues

Answer: <https://biology-forums.com/index.php?topic=704454>

Question 1373

Even goals that are easily achieved have a large effect on the overall results at the organizational, unit, subordinate, or personal level.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704074>

Question 1374

Which of the following, if true, would be most likely to make a company implement an immediate organizational change?

- A) change in high-ranking managers in the organization
- B) change introduced by a direct competitor that affects profits
- C) change in societal attitudes toward products
- D) change in the economic conditions of the country

Answer: <https://biology-forums.com/index.php?topic=704946>

Question 1375

Which of the following is an informational role?

- A) leader
- B) disseminator
- C) negotiator
- D) entrepreneurial

Answer: <https://biology-forums.com/index.php?topic=703774>

Question 1376

Job sharing involves two people working part-time in the same job.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703665>

Question 1377

In high-context cultures, the situation has a _____ on what is considered appropriate behavior.

- A) significant influence
- B) minimal influence
- C) negligible influence
- D) marginal influence

Answer: <https://biology-forums.com/index.php?topic=703932>

Question 1378

Citizens in nations high in uncertainty avoidance prefer to have fewer rules and tend to be more comfortable in ambiguous situations.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703867>

Question 1379

Briefly explain the leader-member exchange (LMX) theory.

Answer: <https://biology-forums.com/index.php?topic=704301>

Question 1380

Goal-setting research suggests that people will exert higher levels of effort when goals are _____.

- A) very difficult to attain and specific
- B) challenging and specific
- C) easy and general
- D) moderately easy to attain and general

Answer: <https://biology-forums.com/index.php?topic=704381>

Question 1381

A(n) _____ is a statement that describes the skills, experience, and education that a candidate should have to perform the job.

- A) job specification
- B) job assessment
- C) job analysis
- D) job rotation

Answer: <https://biology-forums.com/index.php?topic=703694>

Question 1382

Planning involves estimating future conditions and circumstances, and based on these estimations, making decisions about the work of the manager and for all employees for whom she or he is responsible.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=703664>

Question 1383

_____ may use selection criteria regarded as discriminatory, but do not constitute employment discrimination because they have a direct and material impact on job performance and outcomes.

- A) Graphic rating scales
- B) Behaviorally anchored ratings scales
- C) Bona fide occupational qualifications
- D) Cross-functional job rotations

Answer: <https://biology-forums.com/index.php?topic=703809>

Question 1384

Which of the following types of managerial roles includes acting as a monitor, disseminator, and a spokesperson?

- A) decisional roles
- B) interpersonal roles
- C) informational roles
- D) liaison roles

Answer: <https://biology-forums.com/index.php?topic=703764>

Question 1385

Individuals with _____ convince themselves that they can "pull victory out of the jaws of defeat."

- A) cognitive dissonance
- B) cognitive complexity
- C) superrationality
- D) prospective rationality

Answer: <https://biology-forums.com/index.php?topic=704691>

Question 1386

PetroJac is a premier provider of oil field consultancy services in Roswell, New Mexico. Its consultants are experts on local conditions. Recent discoveries of metal deposits in its region have spawned attractive new markets outside of the oil field, which PetroJac has been unable to exploit. Global firms with cutting-edge technology have been attracted by the new markets. If PetroJac conducts a SWOT analysis, what would be one of its weaknesses?

- A) recent discoveries of metal deposits
- B) lack of access to cutting-edge technology
- C) detailed knowledge of local oil markets
- D) entry of international companies into the market

Answer: <https://biology-forums.com/index.php?topic=704022>

Question 1387

In implementing the choice, group responsibility is generally superior to individual responsibility.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704628>

Question 1388

The _____ is the maximum capacity at which a facility can run under ideal conditions.

- A) optimal capacity
- B) design capacity
- C) supply capacity
- D) effective capacity

Answer: <https://biology-forums.com/index.php?topic=704757>

Question 1389

When there is more uncertainty in the environment, centralized control becomes _____.

- A) more efficient
- B) redundant
- C) less efficient
- D) crucial

Answer: <https://biology-forums.com/index.php?topic=704871>

Question 1390

Which of the following is a type of control approach used under bureaucracy control?

- A) stress on group consensus on goals
- B) control comes from individuals or groups
- C) mutual assistance in meeting standards
- D) emphasis on detecting deviance

Answer: <https://biology-forums.com/index.php?topic=704892>

Question 1391

_____ is the extent to which a person believes he or she can accomplish a given task in a specific situation.

- A) Self-image
- B) Self-esteem
- C) Self-indulgence
- D) Self-efficacy

Answer: <https://biology-forums.com/index.php?topic=704372>

Question 1392

For smaller firms and for firms entering into foreign markets, _____ is the most common way to enter an international market.

- A) exporting goods
- B) cross-border acquisition
- C) creating strategic alliances
- D) licensing arrangements

Answer: <https://biology-forums.com/index.php?topic=703912>

Question 1393

Prior to entering the Eastern European markets, Procter & Gamble assessed the strengths and weaknesses of possible competitors and noncompetitors in those markets. Procter & Gamble's actions can be classified as _____.

- A) monitoring contingent outcomes
- B) setting objectives and strategies
- C) analyzing the external environment
- D) determining corporate resources

Answer: <https://biology-forums.com/index.php?topic=704098>

Question 1394

The essence of an organizational development (OD) approach to change is _____.

- A) redesigning a firm's processes to achieve dramatic improvements
- B) its emphasis on planned efforts focusing on people and their interrelationships in organizations
- C) having information technology play a central role in the change effort
- D) its skill at creating, acquiring, and transferring knowledge, and modifying its behavior to accommodate changes.

Answer: <https://biology-forums.com/index.php?topic=705018>

Question 1395

What happens during a SWOT analysis?

Answer: <https://biology-forums.com/index.php?topic=704051>

Question 1396

Expectancy theory asserts that _____ or performance-to-outcome is the probability that a particular level of performance will lead to particular outcomes or consequences.

- A) expectancy belief
- B) profitability belief
- C) instrumentality belief
- D) associability belief

Answer: <https://biology-forums.com/index.php?topic=704369>

Question 1397

Explain 360-degree feedback.

Answer: <https://biology-forums.com/index.php?topic=704194>

Question 1398

Define escalation of commitment. How can its effects be minimized?

Answer: <https://biology-forums.com/index.php?topic=704713>

Question 1399

High-performing employees in an organization can be retained by _____.

- A) increased feedback
- B) close monitoring
- C) increased workload
- D) increased recognition

Answer: <https://biology-forums.com/index.php?topic=704862>

Question 1400

A(n) _____ is a route for communication that an organization authorizes, plans, and regulates and that is directly connected to the organization's official structure.

- A) parallel communication channel
- B) unsanctioned communication channel
- C) lateral communication channel
- D) formal communication channel

Answer: <https://biology-forums.com/index.php?topic=704574>

Question 1401

What influence does the situational context have on behavior?

Answer: <https://biology-forums.com/index.php?topic=704408>

Question 1402

According to the matrix of agreeability and influence, the members of a leading coalition for change will be a part of the _____ agreeable and _____ influence group.

- A) low; low
- B) high; low
- C) low; high
- D) high; high

Answer: <https://biology-forums.com/index.php?topic=705011>

Question 1403

Altering the time frame for a goal is most likely to affect _____.

- A) the realism of the goal
- B) the specificity of the goal
- C) the scope of the goal
- D) the measurability of the goal

Answer: <https://biology-forums.com/index.php?topic=704127>

Question 1404

Which of the following techniques is used to improve problem formulation?

- A) brainstorming
- B) dialectical inquiry
- C) nominal group technique
- D) Delphi technique

Answer: <https://biology-forums.com/index.php?topic=704697>

Question 1405

The total quality management philosophy emphasizes that _____.

- A) organizations should operate at the maximum capacities at all times
- B) separate teams of experts should inspect products or services for defects or errors after completion
- C) operations management is a specialized function without organizational or strategic importance
- D) empowered employees will take responsibility for their individual output as well as that of the whole organization

Answer: <https://biology-forums.com/index.php?topic=704755>

Question 1406

A company is suffering sales setbacks because a competitor has launched an identical product in the market. The company decides to improve its product design by adding additional features that would differentiate its offerings from those of the competitors. In this example, the focus of change is _____.

- A) structure
- B) technology
- C) systems
- D) staff

Answer: <https://biology-forums.com/index.php?topic=704957>

Question 1407

Class consciousness is considered a negative leadership attribute across cultures.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704205>

Question 1408

A(n) _____ is a system that ties some compensation to employee performance.

- A) incentive plan
- B) cafeteria plan
- C) open compensation
- D) broadband plan

Answer: <https://biology-forums.com/index.php?topic=703794>

Question 1409

The _____ of control often affects the willingness of organization members to work cooperatively with the system.

- A) timelines
- B) source
- C) objectivity
- D) flexibility

Answer: <https://biology-forums.com/index.php?topic=704909>

Question 1410

In which of the following organizations is decision-making authority pushed down to its lowest possible level?

- A) decentralized organizations
- B) integrated organizations
- C) informal organizations
- D) centralized organizations

Answer: <https://biology-forums.com/index.php?topic=705085>

Question 1411

The process of decision making involves several steps that can be divided into distinct categories. The formulation phase involves _____.

- A) selecting the preferred solution
- B) generating alternatives
- C) implementing the decided course of action
- D) diagnosing the factors affecting the problem or opportunity

Answer: <https://biology-forums.com/index.php?topic=704641>

Question 1412

Which of the following production processes is the most flexible?

- A) assembly line
- B) job shop
- C) small batch
- D) continuous flow

Answer: <https://biology-forums.com/index.php?topic=704786>

Question 1413

Explain the cost leadership strategy.

Answer: <https://biology-forums.com/index.php?topic=704052>

Question 1414

Countries emphasizing feminine traits value _____.

- A) activities that lead to success
- B) activities that lead to possessions
- C) activities that enhance quality of life
- D) activities that lead to money

Answer: <https://biology-forums.com/index.php?topic=703909>

Question 1415

Explain how orientation programs train employees in technical, interpersonal, and conceptual skills.

Answer: <https://biology-forums.com/index.php?topic=703831>

Question 1416

_____ emerges when a member has to fulfill two or more contrasting sets of expectations.

- A) Role overload
- B) Role ambiguity
- C) Role insufficiency
- D) Role conflict

Answer: <https://biology-forums.com/index.php?topic=704470>

Question 1417

Which of the following statements is true of informal communication channels?

- A) They are authorized, planned, and regulated by the organization.
- B) They define who has responsibility for information dissemination and indicate the proper recipients of work-related information.
- C) They are developed through interpersonal activities of organization members and facilitate faster information flow.
- D) They facilitate vertical rather lateral communication among organizational members more often than formal communication channels.

Answer: <https://biology-forums.com/index.php?topic=704578>

Question 1418

Does proactive recognition or reactive recognition occur in this scenario?

Answer: <https://biology-forums.com/index.php?topic=705061>

Question 1419

Production of Sliver's latest small car, the Beetle, has been a dramatic improvement compared to its previous product, Quiver. The production target of 2,000 Beetle cars per day has been reached only within 10 weeks since the launch date, which was less than the time they needed for Quiver. Which of the following, if true, would suggest that Sliver adopted a JIT strategy for the Beetle?

- A) Sliver has recently made a substantial investment in acquiring warehouses close to its production facilities.

- B) All of Sliver's production factories have their own purchase departments that help the company achieve benefits of scale discounting.
C) Sliver acquired one of its major distributors before the production of the Beetle.
D) Sliver acquired a fleet of airplanes to ensure that all the components it sourced from across the world were unaffected by supply bottlenecks in other countries.

Answer: <https://biology-forums.com/index.php?topic=704773>

Question 1420

In this scenario, what stage of the change process is Dan resisting? How might this resistance be reduced?

Answer: <https://biology-forums.com/index.php?topic=705065>

Question 1421

High involvement while evaluating results is significantly related to higher levels of satisfaction and work group performance.

- A) True
B) False

Answer: <https://biology-forums.com/index.php?topic=704632>

Question 1422

List and explain the symptoms of groupthink according to the psychologist Irving Janis.

Answer: <https://biology-forums.com/index.php?topic=704712>

Question 1423

When a job has high physical demands, companies require physical examinations as part of the screening process. Information gathered from the examinations can be used in all of the following ways EXCEPT _____.

- A) protecting against lawsuits by identifying high-risk applicants
B) selecting physically qualified applicants
C) helping to reduce insurance claims
D) checking for issues unrelated to job performance

Answer: <https://biology-forums.com/index.php?topic=703746>

Question 1424

Which of the following will increase the probability that people will repeat a behavior?

- A) extinction and punishments
B) positive and negative reinforcements
C) extinction and positive reinforcements
D) positive reinforcements and punishments

Answer: <https://biology-forums.com/index.php?topic=704385>

Question 1425

Once managers are successful in getting others to see the need for change, they do not encounter further resistance in the moving stage of the change process.

- A) True
B) False

Answer: <https://biology-forums.com/index.php?topic=704936>

Question 1426

Which of the following theories/models has its primary emphasis on followers' readiness to engage in learning new tasks?

- A) Path-goal theory of leadership
B) Leader-member exchange (LMX) theory
C) Hersey and Blanchard's situational leadership model
D) Fiedler's leadership contingency model

Answer: <https://biology-forums.com/index.php?topic=704278>

Question 1427

N&S Corp. is opening a new branch in a nearby city and the HR team is debating the various methods of generating job candidates. The team feels that using employee referrals may generate unqualified or substandard candidates because employees will be biased in favor of their recommendations. Which of the following facts offers the strongest counterargument for this?

- A) Employees tend to recommend individuals who they believe will do well because referrals put employees' own reputations on the line.
B) Their personal relationship with the recommended candidate allows employees to convince the individual about the benefits of working for the company.

C) Employees usually know the work history, educational background, skills and abilities, personal characteristics of the applicants.
D) Their personal relationships with the recommended candidates allow employees to convince the company about these candidates.
Answer: <https://biology-forums.com/index.php?topic=703718>

Question 1428

Extensive training and experience can act as a substitute for leadership.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704223>

Question 1429

Vroom's expectancy theory states that the three key variables, effort, performance, and outcome, interact in an additive manner to determine the amount of effort people will choose to expend on a particular task.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704316>

Question 1430

Which of the following defines selective perception?

- A) a reluctance to give or receive negative information
- B) a tendency for information to lose its certainty as it is passed along
- C) deciding about an alternative on the basis of characteristics ascribed by others
- D) a tendency to ignore or avoid certain information, especially ambiguous information

Answer: <https://biology-forums.com/index.php?topic=704655>

Question 1431

Managers who are involved in negotiations can try to lessen the competition between the two parties by establishing an atmosphere of collaboration.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704538>

Question 1432

Compare structured and unstructured interviews and explain which type generates more valid results.

Answer: <https://biology-forums.com/index.php?topic=703827>

Question 1433

Reward power is one of the strongest sources of position power for any manager.

- A) True
- B) False

Answer: <https://biology-forums.com/index.php?topic=704208>

Question 1434

Which of the following statements is consistent with the leader-member exchange theory?

- A) All leader-follower relationships start with the acquaintance stage.
- B) Leaders' central task is to build strong and satisfying relationships.
- C) Participative leadership style is less effective compared to consultative leadership style.
- D) Leader-member relations are more dependent on the behavior of the members than the actions of the leader.

Answer: <https://biology-forums.com/index.php?topic=704281>

Question 1435

Which of the following roles is a decisional role?

- A) negotiator
- B) spokesperson
- C) monitor
- D) disseminator

Answer: <https://biology-forums.com/index.php?topic=703793>