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Chapter 2 Organizational Culture and the Organizational Environment

Question ID: 2-1
Question Type: TF
Question: In the symbolic view of management, managers are seen as directly responsible for an organization's success or failure.
A) True
B) False
Answer: FALSE
Diff: 1 Page Ref: 37
Skill: Recall
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-2
Question Type: TF
Question: The view of managers as omnipotent is consistent with the stereotypical picture of the take-charge business executive who can overcome any obstacle in carrying out the organization's objectives.
A) True
B) False
Answer: TRUE
Diff: 2 Page Ref: 36
Skill: Applied
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-3
Question Type: TF
Question: The symbolic view of management helps to explain the high turnover among college/university and professional sports coaches, who are often fired and replaced when their teams perform poorly.
A) True
B) False
Answer: FALSE
Diff: 3 Page Ref: 37
Skill: Applied
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

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Question ID: 2-4
Question Type: TF
Question: In the omnipotent view of management, much of an organization's success or failure is due to forces outside management's control.
A) True
B) False
Answer: FALSE
Diff: 1 Page Ref: 36
Skill: Recall
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-5
Question Type: TF
Question: If an organization subscribes to the symbolic view of managers, it is unreasonable to expect managers to have a significant effect on the organization's performance.
A) True
B) False
Answer: TRUE
Diff: 1 Page Ref: 37
Skill: Applied
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-6
Question Type: TF
Question: The symbolic view of management impact is useful in explaining the high turnover among sports coaches, who can be considered the "managers" of their teams.
A) True
B) False
Answer: FALSE
Diff: 1 Page Ref: 37
Skill: Applied
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-7
Question Type: TF
Question: A manager's role in the omnipotent view of management is to create meaning out of randomness, confusion, and ambiguity.
A) True
B) False
Answer: False
Diff: 2 Page Ref: 36
Skill: Applied

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Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-8
Question Type: TF
Question: Organizational culture is a system of shared meaning and beliefs held by organizational members.
A) True
B) False
Answer: True
Diff: 1 Page Ref: 38
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-9
Question Type: TF
Question: The organizational culture has very little influence on the way employees analyze and resolve work-related issues.
A) True
B) False
Answer: FALSE
Diff: 2 Page Ref: 39
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-10
Question Type: TF
Question: Organizational culture is a perception, not a reality.
A) True
B) False
Answer: TRUE
Diff: 2 Page Ref: 39
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

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Question ID: 2-11
Question Type: TF
Question: Strong cultures have a greater influence on employees' behaviours than weak ones.
A) True
B) False
Answer: TRUE
Diff: 2 Page Ref: 41
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-12
Question Type: TF
Question: Aggressiveness and attention to detail are two key dimensions of organizational culture.
A) True
B) False
Answer: TRUE
Diff: 1 Page Ref: 39
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-13
Question Type: TF
Question: An increasing body of evidence suggests that strong cultures are associated with high organizational performance.
A) True
B) False
Answer: TRUE
Diff: 1 Page Ref: 41
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-14
Question Type: MC
Question: Organizations help employees adapt to the culture through socialization.
A) True
B) False
Answer: TRUE
Diff: 1 Page Ref: 42
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

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Question ID: 2-15
Question Type: TF
Question: The shared aspect of culture implies that all employees in an organization approve of the culture.
A) True
B) False
Answer: FALSE
Diff: 2 Page Ref: 39
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-16
Question Type: TF
Question: The degree to which employees are expected to exhibit precision and attention to detail is called "outcome orientation".
A) True
B) False
Answer: FALSE
Diff: 1 Page Ref: 39
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-17
Question Type: TF
Question: In "aggressive" cultures, employees exhibit competitiveness.
A) True
B) False
Answer: TRUE
Diff: 1 Page Ref: 39
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-18
Question Type: TF
Question: The degree to which managers focus on results rather than on how the results are achieved is typical of innovative cultures.
A) True
B) False
Answer: FALSE
Diff: 2 Page Ref: 39
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

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Question ID: 2-19
Question Type: TF
Question: Subcultures give the organization its distinct personality.
A) True
B) False
Answer: FALSE
Diff: 2 Page Ref: 41
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-20
Question Type: TF
Question: An organization's founder has little influence on its culture.
A) True
B) False
Answer: FALSE
Diff: 2 Page Ref: 42
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-21
Question Type: TF
Question: Corporate rituals are repetitive sequences of activities that express and reinforce the key values of an organization.
A) True
B) False
Answer: TRUE
Diff: 2 Page Ref: 43
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-22
Question Type: TF
Question: Organizational stories typically contain a narrative of significant events or people.
A) True
B) False
Answer: TRUE
Diff: 2 Page Ref: 43
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

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Question ID: 2-23
Question Type: TF
Question: A good example of an organizational story is the process that college/university faculty members go through in their quest for tenure.
A) True
B) False
Answer: FALSE
Diff: 3 Page Ref: 43
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-24
Question Type: TF
Question: Material symbols include the size of offices, the elegance of furnishings, and executive perks such as health club memberships.
A) True
B) False
Answer: TRUE
Diff: 2 Page Ref: 44
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-25
Question Type: TF
Question: An organizational culture that is most likely to shape high ethical standards is one that is low in risk tolerance and focused primarily on outcomes.
A) True
B) False
Answer: FALSE
Diff: 3 Page Ref: 45
Skill: Applied
Learning Outcome: 2-3 Describe what kinds of cultures managers can create.

Question ID: 2-26
Question Type: TF
Question: A degree of playfulness and a sense of humour are often characteristics of innovative cultures.
A) True
B) False
Answer: TRUE
Diff: 3 Page Ref: 47
Skill: Applied
Learning Outcome: 2-3 Describe what kinds of cultures managers can create.

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Question ID: 2-27
Question Type: TF
Question: Giving service/contract employees the discretion to make day-to-day decisions on job-related activities is instrumental in creating in a customer-responsive culture.
A) True
B) False
Answer: TRUE
Diff: 1 Page Ref: 47
Skill: Applied
Learning Outcome: 2-3 Describe what kinds of cultures managers can create.

Question ID: 2-28
Question Type: TF
Question: The part of the environment that is directly relevant to achievement of an organization's goals is the specific environment.
A) True
B) False
Answer: TRUE
Diff: 1 Page Ref: 49
Skill: Recall
Learning Outcome: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-29
Question Type: TF
Question: The general environment refers to the broad internal conditions affecting the organization.
A) True
B) False
Answer: FALSE
Diff: 2 Page Ref: 51
Skill: Recall
Learning Outcome: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-30
Question Type: TF
Question: To a national television network such as the CBC, your home DVD player could be considered a competitor.
A) True
B) False
Answer: TRUE
Diff: 2 Page Ref: 51
Skill: Applied
Learning Outcome: 2-4 Describe the features of the specific and general organizational environments.

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Question ID: 2-31
Question Type: TF
Question: Industry conditions are an example of an organization's general environment.
A) True
B) False
Answer: FALSE
Diff: 2 Page Ref: 51
Skill: Applied
Learning Outcome: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-32
Question Type: TF
Question: Economic conditions are part of the organization's specific environment.
A) True
B) False
Answer: FALSE
Diff: 2 Page Ref: 51
Skill: Applied
Learning Outcome: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-33
Question Type: TF
Question: Environmental uncertainty can be divided into two dimensions: degree of trust and degree of integration.
A) True
B) False
Answer: FALSE
Diff: 3 Page Ref: 54
Skill: Recall
Learning Outcome: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-34
Question Type: TF
Question: A dynamic environment is characterized by the absence of new competitors, few technological breakthroughs by current competitors, and little activity by pressure groups to influence the organization.
A) True
B) False
Answer: FALSE
Diff: 2 Page Ref: 54
Skill: Recall
Learning Outcome: 2-4 Describe the features of the specific and general organizational environments.

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Question ID: 2-35
Question Type: TF
Question: Environmental uncertainty looks at the number of components in an organization's environment and the extent of the knowledge that the organization has about those components.
A) True
B) False
Answer: FALSE
Diff: 2 Page Ref: 54
Skill: Recall
Learning Outcome: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-36
Question Type: MC
Question: The omnipotent view of management means _____.
A) the top manager is the only person in charge
B) managers are directly responsible for an organization's success or failure
C) managers are directly responsible for all internal factors within their control
D) managers have little or no responsibility for an organization's success or failure
E) outside forces have the most influence on organizational outcomes
Answer: B
Diff: 1 Page Ref: 36
Skill: Recall
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-37
Question Type: MC
Question: The _____ view of management is consistent with the stereotypical picture of the take-charge business executive who can overcome any obstacle in carrying out the organization's objectives.
A) dynamic
B) symbolic
C) omnipotent
D) reflective
E) interactive
Answer: C
Diff: 2 Page Ref: 36
Skill: Applied
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

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Question ID: 2-38
Question Type: MC
Question: The symbolic view of management means that _____.
A) managers are directly responsible for an organization's success or failure
B) managers have only a limited effect on organizational outcomes
C) successful managers become role models for employees
D) employees are directly responsible for an organization's success or failure
E) managers are only responsible for those factors that influence organizational performance
Answer: B
Diff: 3 Page Ref: 37
Skill: Recall
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-39
Question Type: MC
Question: The reality in management theory suggests that _____.
A) an organization's success or failure is due to external forces outside managers' control
B) managers' roles are increasingly becoming peripheral and staff manage their own areas of expertise
C) managers are directly responsible for an organization's success or failure
D) managers operate with constraints that influence an organization’s performance
E) employees have more influence on success than managers
Answer: D
Diff: 2 Page Ref: 37
Skill: Recall
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-40
Question Type: MC
Question: Internal constraints that restrict a manager's decision options arise from _____.
A) the organization's environment
B) the activities of industry competitors
C) the rules and policies implemented by top managers
D) the laws and regulations governing workplace practices
E) the organization's culture
Answer: E
Diff: 3 Page Ref: 37
Skill: Recall
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

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Question ID: 2-41
Question Type: MC
Question: Which of the following views of managerial impact is useful in explaining the high turnover among college/university and professional sports coaches who are often fired or replaced when their teams perform poorly?
A) symbolic
B) omnipotent
C) reflective
D) interactive
E) dynamic
Answer: B
Diff: 2 Page Ref: 36
Skill: Applied
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-42
Question Type: MC
Question: Managers operate within the internal and external constraints imposed by _____.
A) federal and provincial governments
B) the employees of the organization
C) the organization's culture and environment
D) the organization's board of directors
E) industry regulation
Answer: C
Diff: 2 Page Ref: 37
Skill: Recall
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-43
Question Type: MC
Question: Despite the existence of both internal and external constraints, managers can still improve organizational performance by _____.
A) delegating more responsibility to employees
B) influencing the organization's culture and environment
C) electing new government officials at the federal and provincial levels
D) redesigning the organization's structure
E) introducing new rules and procedures
Answer: B
Diff: 3 Page Ref: 37
Skill: Recall
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

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Question ID: 2-44
Question Type: MC
Question: Which of the following most accurately reflects the symbolic view of management?

A) Managers are directly responsible for an organization's success or failure.
B) Managers have to ensure that every obstacle is overcome on the way to achieving the organization's goals.
C) External forces are responsible for an organization's success or failure.
D) Employees are directly responsible for an organization's success or failure.
E)

Answer: C
Diff: 1 Page Ref: 37
Skill: Recall
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-45
Question Type: MC
Question: Elmo Research & Development has been going through a rough patch lately. Turnover has been high and employee morale is at an all-time low. Though employees and competitors hold management responsible for the decline, the CEO does not let the managers go or change the management style. Which of the following could explain this attitude?

A) The CEO holds the omnipotent view of management, which believes that external factors have a significant effect on performance outcomes.
B) As the organization has an autocratic management style, the employees are responsible for organizational policies.
C) The organization has a participative management style and decisions are guided by consensus.
D) The CEO holds the view that managers have only a limited role in organization success or failure.
E) The CEO does not have the authority to let the managers go or change the management style.

Answer: D
Diff: 3 Page Ref: 37
Skill: Applied
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

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Question ID: 2-46
Question Type: MC
Question: The soccer league in England is notorious for the number of team managers fired over the course of a single season, which stands at no fewer than eight managers on average, owing to poor team form and consequently, poor results. It is evident from this information that the league endorses a(n) _____ view of management.

A) symbolic
B) omnipotent
C) laissez-faire
D) democratic
E) autocratic

Answer: B
Diff: 2 Page Ref: 36
Skill: Applied
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-47
Question Type: MC
Question: Organizational culture is most similar to an individual's _____.

A) skills
B) knowledge
C) motivation
D) ability
E) personality

Answer: E
Diff: 1 Page Ref: 38
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-48
Question Type: MC
Question: An organization's culture is _____.

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

Answer: C
Diff: 2 Page Ref: 39
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

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Question ID: 2-49
Question Type: MC
Question: _____ has been described as the shared values, principles, traditions, and ways of doing things that influence the way an organization's members act.
A) Corporate hierarchy
B) Business configuration
C) Organizational culture
D) Industrial psychology
E) Business culture
Answer: C
Diff: 1 Page Ref: 39
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-50
Question Type: MC
Question: Strong cultures _____.
A) are found in organizations with strong leaders
B) have a minimal influence on employee decision-making
C) exist in all organizations
D) have a greater influence on employees than do weak cultures
E) always yield positive results
Answer: D
Diff: 2 Page Ref: 41
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-51
Question Type: MC
Question: The degree to which employees are expected to exhibit precision in their work relates to which dimension of organizational culture?
A) outcome orientation
B) stability
C) innovation and risk-taking
D) conformance
E) attention to detail
Answer: E
Diff: 2 Page Ref: 39
Skill: Applied
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Question ID: 2-52
Question Type: MC
Question: Which of the following phrases is associated with the definition of organizational culture?
A) individual response
B) unique vision
C) diversity of thought
D) explicit directions
E) shared meaning
Answer: E
Diff: 1 Page Ref: 39
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-53
Question Type: MC
Question: The degree to which managers focus on results rather than how the results are achieved relates to which dimension of organizational culture?
A) attention to detail
B) innovation and risk-taking
C) outcome orientation
D) aggressiveness
E) stability
Answer: C
Diff: 2 Page Ref: 39
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-54
Question Type: MC
Question: Sony Corporation's focus on new product development is an example of which of the following dimensions of organizational culture?
A) attention to detail
B) people orientation
C) outcome orientation
D) aggressiveness
E) stability
Answer: C
Diff: 3 Page Ref: 39
Skill: Applied
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Question ID: 2-55
Question Type: MC
Question: Google has often been cited as a model for employee satisfaction. Google takes extensive care to ensure employees have the best available conditions to perform, ranging from free snack bars, free massages, innovation rooms, spas-on-site, and many more such measures. Which dimension of organizational culture is Google said to emphasize through such measures?

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

Answer: D
Diff: 2 Page Ref: 39
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-56
Question Type: MC
Question: Most organizations have _____ cultures.

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

Answer: D
Diff: 2 Page Ref: 41
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-57
Question Type: MC
Question: Which of the following is a disadvantage of having a strong organizational culture?

A) high employee turnover
B) decreased organizational performance
C) low loyalty towards the organization
D) inability to respond to changing conditions
E) restraints on individual creativity

Answer: D
Diff: 2 Page Ref: 41
Skill: Recall
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Question ID: 2-58
Question Type: MC
Question: Which of the following statements highlights the shared aspect of culture?

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

Answer: D
Diff: 3 Page Ref: 39
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-59
Question Type: MC
Question: The original source of an organization's culture usually _____.

A) is shared among the first workers hired into the organization
B) is formulated by the board of directors when the organization is formed
C) identifies what the organization is successful at doing
D) reflects the vision or mission of the organization's founders
E) can be traced to the national culture of the first organizational members

Answer: D
Diff: 2 Page Ref: 42
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

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Question ID: 2-60
Question Type: MC
Question: The process that adapts employees to the organization's culture is called _____.
A) indoctrination
B) assimilation
C) socialization
D) cooperation
E) association
Answer: C
Diff: 1 Page Ref: 42
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-61
Question Type: MC
Question: Corporate _____ are repetitive sequences of activities that express and reinforce the values of the organization, what goals are most important, and which people are most important.
A) languages
B) themes
C) rituals
D) agendas
E) stories
Answer: C
Diff: 1 Page Ref: 43
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-62
Question Type: MC
Question: Which of the following is an example of a corporate ritual?
A) Employees swapping stories about the company's history and past heroes who have made significant contributions to the company.
B) Company executives using company-specific jargon or slogans intended to inspire other employees to perform better.
C) Companies hosting annual parties to commemorate employee contributions and reward outstanding performance.
D) The assortment of material artifacts that characterize an organization, including the layout of its facilities, how its employees dress, and the types of automobiles provided to top executives.
E) Winning bid awarded to an advertising agency for a campaign for new product.
Answer: C
Diff: 2 Page Ref: 43

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Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-63
Question Type: MC
Question: Which of the following dimensions of organizational culture refers to the degree to which organizational decisions and actions emphasize maintaining the status quo?
A) stability
B) attention to detail
C) innovation and risk taking
D) people orientation
E) outcome orientation
Answer: A
Diff: 1 Page Ref: 39
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-64
Question Type: MC
Question: When employees at Microsoft use words such as: *work judo, eating your own dog food,* and *flat food*, they are using organizational _____.
A) language
B) rituals
C) symbols
D) ceremonies
E) stories
Answer: A
Diff: 1 Page Ref: 44
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-65
Question Type: MC
Question: Organizational _____ typically contain(s) a narrative of significant events or people.
A) stories
B) rituals
C) meetings
D) histories
E) theme
Answer: A
Diff: 1 Page Ref: 43

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Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-66
Question Type: MC
Question: A good example of an organizational _____ is Mary Kay Cosmetics' annual award ceremony for its sales representatives.
A) story
B) material symbol
C) ritual
D) agenda
E) theme
Answer: C
Diff: 2 Page Ref: 43
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-67
Question Type: MC
Question: The size of offices, the elegance of furnishings, and executive perks such as health club memberships are all examples of _____.
A) themes
B) agendas
C) material symbols
D) rituals
E) rewards
Answer: C
Diff: 2 Page Ref: 44
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-68
Question Type: MC
Question: By learning organizational language, members _____.
A) can communicate with the shareholders of the organization
B) show their commitment to the organization and their willingness to accept responsibility
C) attest to their acceptance of the culture and their willingness to help preserve it
D) can share material symbols with other members
E) can provide explanations and legitimacy for current practices
Answer: C
Diff: 3 Page Ref: 44
Skill: Applied

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Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-69
Question Type: MC
Question: In an organizational culture that values cost cutting and steady but slow growth, managers _____.

A) make short term strategic plans and change them often
B) are likely to pursue new but unproven ventures to increase profits
C) rely increasingly on employee feedback
D) are unlikely to implement innovative ventures that could be profitable
E) focus all their efforts on employee job satisfaction

Answer: D
Diff: 3 Page Ref: 49
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-70
Question Type: MC
Question: An organizational culture most likely to shape high ethical standards is one that is _____.

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

Answer: A
Diff: 3 Page Ref: 46
Skill: Applied
Learning Outcome: 2-3 Describe what kinds of cultures managers can create.

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Question ID: 2-71
Question Type: MC
Question: Which type of culture would most likely include characteristics such as challenge, freedom, idea time, playfulness, and risk-taking?
A) ethical
B) customer-responsive
C) autocratic
D) innovative
E) bureaucratic
Answer: D
Diff: 1 Page Ref: 47
Skill: Applied
Learning Outcome: 2-3 Describe what kinds of cultures managers can create.

Question ID: 2-72
Question Type: MC
Question: Which type of culture would most likely include characteristics such as friendliness, attentiveness, good listening skills, and widespread empowerment?
A) ethical
B) customer-responsive
C) autocratic
D) innovative
E) bureaucratic
Answer: B
Diff: 2 Page Ref: 47
Skill: Applied
Learning Outcome: 2-3 Describe what kinds of cultures managers can create.

Question ID: 2-73
Question Type: MC
Question: Which of the following guidelines should managers follow while building a customer-responsive culture?
A) Precisely defining employees' normal job requirements and ensuring they perform those actions alone
B) Giving service/contact employees continual training on product knowledge, listening, and other behavioral skills
C) Designing jobs with rules and procedure that employees should stick to in order to satisfy customers
D) Preserving the discretion to make day-to-day decisions on job-related activities at the top level of management
E) Awarding employees who prove cost savings from minimizing time spent on customers.
Answer: B
Diff: 2 Page Ref: 47
Skill: Recall

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Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-74
Question Type: MC
Question: The external environment is made up of which two components?
A) organizational culture and general environment
B) specific environment and general environment
C) primary environment and secondary environment
D) primary environment and general environment
E) national culture and specific environment
Answer: B
Diff: 2 Page Ref: 49
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-75
Question Type: MC
Question: According to the textbook, the _____ environment includes those external forces that have a direct and immediate impact on managers' decisions and actions and are directly relevant to the achievement of the organization's goals.
A) general
B) specific
C) secondary
D) global
E) primary
Answer: B
Diff: 1 Page Ref: 49
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-76
Question Type: MC
Question: An organization's specific environment _____.
A) is unique and changes with conditions
B) is the same regardless of the organization's age
C) is determined by the top level of management
D) includes demographic and technological conditions that may affect the organization
E) includes economic and global conditions that may affect the organization
Answer: A
Diff: 2 Page Ref: 49
Skill: Recall

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Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-77
Question Type: MC
Question: The specific environment of organizations consists of external forces that have a direct impact on managers' decisions and actions. The main forces are customers, suppliers, competitors, and _____.
A) legislators
B) pressure groups
C) employees
D) lawyers
E) shareholders
Answer: B
Diff: 2 Page Ref: 49
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-78
Question Type: MC
Question: The Internet is having an impact on determining who an organization's competitors are because it has _____.
A) defined the common markets for all industry competitors
B) made the products they sell more valuable to the customer
C) virtually eliminated the need for shopping malls
D) virtually eliminated geographic boundaries
E) made it more difficult for smaller competitors to compete on a global scale
Answer: D
Diff: 3 Page Ref: 51
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-79
Question Type: MC
Question: For an organization such as a hospital that needs nurses, the labour union and the local labour market are examples of which factors in their specific environment?
A) pressure groups and suppliers
B) customers and special-interest groups
C) all are examples of suppliers
D) government agencies and competitors
E) pressure groups and competitors
Answer: C
Diff: 3 Page Ref: 51
Skill: Applied

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Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-80
Question Type: MC
Question: Which of the following is included in an organization's specific environment?
A) interest rates
B) government legislation
C) demographics
D) competitors
E) inflation
Answer: D
Diff: 2 Page Ref: 51
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-81
Question Type: MC
Question: Which of the following factors is a demographic component of an organization's external environment?
A) lifestyles and behavior
B) political stability
C) geographic location
D) stock market fluctuations
E) customer acceptance of new technology
Answer: C
Diff: 2 Page Ref: 53
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-82
Question Type: MC
Question: Which of the following factors is an economic component of an organization's external environment?
A) family composition
B) education level
C) disposable income
D) geographic location
E) discontent over income gaps
Answer: C
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Question ID: 2-83
Question Type: MC
Question: The _____ component of an organization's external environment is concerned with trends in population characteristics such as age, race, gender, education level, geographic location, income, and family composition.
A) economic
B) political
C) diversity
D) socio-cultural
E) demographic
Answer: E
Diff: 1 Page Ref: 53
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-84
Question Type: MC
Question: United Parcel Service represents what factor to Canada Post in its specific environment?
A) competitor
B) supplier
C) customer
D) government agency
E) pressure group
Answer: A
Diff: 2 Page Ref: 51
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-85
Question Type: MC
Question: According to our textbook, _____ is having an impact on determining an organization's competitors because it has virtually eliminated geographic boundaries.
A) local area network
B) the intranet
C) the internet
D) videoconferencing
E) government legislation
Answer: C
Diff: 1 Page Ref: 51
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

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Question ID: 2-86
Question Type: MC
Question: Neighbourhood activists who demonstrate against the building of "big box" stores would be considered which factor in the specific environment for Wal-Mart or Home Depot?

A) competitors
B) pressure groups
C) customers
D) shareholders
E) suppliers

Answer: B
Diff: 2 Page Ref: 51
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-87
Question Type: MC
Question: The general environment of an organization includes which of the following?

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

Answer: A
Diff: 1 Page Ref: 50
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-88
Question Type: MC
Question: Which of the following statements concerning the specific and general environments of an organization is most accurate?

A) Changes in the general environment usually have less impact than changes in the specific environment.
B) Changes in the specific environment usually have less impact than changes in the general environment.
C) Changes in both environments usually have an equal impact on the organization.
D) Changes in either environment usually have little impact on the organization.
E) Changes in either environment usually have more impact than changes in the organization's culture.

Answer: A
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Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-89
Question Type: MC
Question: Which of the following is usually part of an organization's general environment?
A) cultural conditions
B) political conditions
C) competitors
D) suppliers
E) pressure groups
Answer: B
Diff: 2 Page Ref: 50
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-90
Question Type: MC
Question: A downturn in contributions from the public to the United Way charity is an example of the impact from what factor in its general environment?
A) political
B) socio-cultural
C) technological
D) economic
E) global
Answer: D
Diff: 2 Page Ref: 51
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-91
Question Type: MC
Question: Socio-cultural conditions consist of the _____.
A) demographic profiles of an organization's suppliers
B) laws that govern human rights and the competitive activities of organizations in a society
C) level of unemployment and real economic incomes of workers
D) changing expectations of the society in which organizations operate
E) socialization processes that help to maintain organizational cultures
Answer: D
Diff: 3 Page Ref: 52
Skill: Recall

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Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-92
Question Type: MC
Question: Which of the following factors is a socio-cultural component of an organization's external environment?
A) education level
B) political stability
C) behavior patterns
D) family composition
E) diversity hiring
Answer: C
Diff: 2 Page Ref: 52
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-93
Question Type: MC
Question: When researchers discovered a link between trans fatty acids and heart disease, many consumers became concerned. As a result, Ontario-based Voortman's Cookies decided to eliminate all trans fats from its products. Voortman's was responding to changing _____ conditions.
A) political/legal
B) economic
C) technological
D) socio-cultural
E) competitive
Answer: D
Diff: 3 Page Ref: 52
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-94
Question Type: MC
Question: The grassroots slogan of the *Occupy* movement, "We are the 99%", refers to _____.
A) social discontent over the slow recovery of global economies
B) fear of chronic fiscal imbalances in government sectors
C) societal acceptance of Canadian values and ways of doing things
D) the sensitivities surrounding severe income disparities
E) the differing viewpoints between demographic age groups
Answer: D
Diff: 3 Page Ref: 52

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Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-95
Question Type: MC
Question: As employees have begun to seek more balance in their lives, organizations have had to adjust by offering family leave policies, more flexible work hours, and even on-site childcare facilities. This is an example of how changing _____ conditions can affect an organization.
A) demographic
B) economic
C) socio-cultural
D) technological
E) political/legal
Answer: C
Diff: 3 Page Ref: 52
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-96
Question Type: MC
Question: Which of the following groups includes individuals who were born between the years 1946-1964?
A) The Silent Generation
B) The Gen Y
C) The Grey Generation
D) The Pre-Millennials
E) The Baby Boomers
Answer: E
Diff: 1 Page Ref: 53
Skill: Recall
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Question ID: 2-97
Question Type: MC
Question: _____ is/are called the iGeneration, because they've grown up with technology that customizes everything to the individual.
A) Post-Millennials
B) The Silent Generation
C) Generation X
D) Generation Y
E) Millenials
Answer: A
Diff: 1 Page Ref: 53
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-98
Question Type: MC
Question: As more consumers have become aware of the use of rendered feed and the poor treatment of chickens in many large-scale poultry farms, some farm managers have switched to all-natural feed and "free range" breeding methods. This is an example of how changing _____ conditions can affect an organization.
A) demographic
B) economic
C) technological
D) political/legal
E) socio-cultural
Answer: E
Diff: 3 Page Ref: 52
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-99
Question Type: MC
Question: For most organizations, the most rapidly changing factor has been _____ conditions.
A) global
B) economic
C) socio-cultural
D) technological
E) political/legal
Answer: D
Diff: 2 Page Ref: 53
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

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Question ID: 2-100
Question Type: MC
Question: The enhanced speed and quality of managerial decision-making due to improvements in office automation is an example of the impact of which general environmental factor?
A) globalization
B) socio-cultural factors
C) political factors
D) technological improvements
E) demographic changes
Answer: D
Diff: 2 Page Ref: 54
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-101
Question Type: MC
Question: Which of the following are the two dimensions of environmental uncertainty?
A) degree of change and degree of complexity
B) degree of change and degree of flexibility
C) degree of complexity and degree of impact
D) degree of impact and degree of uncertainty
E) degree of risk and degree of complexity
Answer: A
Diff: 3 Page Ref: 54
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-102
Question Type: MC
Question: Since the emergence of digital music formats, the recorded music industry has been operating in an environment that is best described as _____.
A) stable
B) static
C) dynamic
D) flexible
E) divergent
Answer: C
Diff: 2 Page Ref: 55
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

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Question ID: 2-103
Question Type: MC
Question: D&B Designs has been in the landscape design business in Pleasantville for the past 20 years. As the "first mover" in the market, the company has built a strong market share over the years and is the best-known firm in the area. The company strength increased steadily, and now stands at 50 employees. Which of the following, if true, would make the company's business environment more uncertain?

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

Answer: D
Diff: 3 Page Ref: 55
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-104
Question Type: MC
Question: Which of the following is a characteristic of a dynamic environment?

A) high level of predictability of changes in environmental conditions
B) few technological breakthroughs by current competitors
C) the presence of new competitors in the market
D) diminished activity by pressure groups to influence the organization
E) stagnant economic growth

Answer: C
Diff: 2 Page Ref: 54
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-105
Question Type: MC
Question: Managers try to minimize _____ because it is a threat to an organization's effectiveness.

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

Answer: B
Diff: 1 Page Ref: 55
Skill: Recall

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Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-106
Question Type: MC
Question: Given a choice, most managers would prefer to operate in environments that are _____.
A) simple and stable
B) simple and dynamic
C) complex and dynamic
D) complex and stable
E) dynamic and flexible
Answer: A
Diff: 3 Page Ref: 54
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-107
Question Type: MC
Question: In which of the following environments do managers in an organization have the greatest influence on organizational outcomes?
A) stable and complex environments
B) dynamic and simple environments
C) stable and simple environments
D) dynamic and complex environments
E) specific and general environments
Answer: C
Diff: 2 Page Ref: 55
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-108
Question Type: MC
Question: _____ are any constituencies in the organization's external environment that are affected by the organization's decisions and actions.
A) Stockholders
B) Pressure groups
C) Suppliers
D) Stakeholders
E) Consumers
Answer: D
Diff: 1 Page Ref: 55
Skill: Recall

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Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-109
Question Type: MC
Question: The degree of _____ refers to the number of components in an organization's environment and the extent of the knowledge that the organization has about those components.
A) stability
B) flexibility
C) change
D) complexity
E) risk
Answer: D
Diff: 3 Page Ref: 55
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-110
Question Type: MC
Question: The first step in managing external stakeholder relationships is to identify who the stakeholders are. The second step is to determine _____.
A) how critical each stakeholder is to the organization
B) what the law courts might do when a stakeholder files a claim against the organization
C) what particular interests or concerns the stakeholders might have
D) how many stakeholders there are in each stakeholder group
E) how to manage the different stakeholder relationships
Answer: C
Diff: 3 Page Ref: 56
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Refer to the scenario below to answer the following questions.

Dimensions of Culture (Scenario)

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

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organizational cultures of Zerex and SeaLan. He is concerned that the new company will eliminate SeaLan's old culture, and he does not like the prospects.

Question ID: 2-111
Question Type: MC
Question: If you asked Todd to define the term *organizational culture,* he would probably say it is _____.
A) the formal rules of an organization
B) the nationality of the workers in the company
C) a system of shared meaning
D) a system that reflects diversity and respect for differences
E) the strategic focus of an organization
Answer: C
Diff: 1 Page Ref: 38
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-112
Question Type: MC
Question: Todd is concerned that the managers at Zerex focus more on results than the methods used to achieve those results. This relates to which dimension of organizational culture?
A) stability
B) aggressiveness
C) team orientation
D) attention to detail
E) outcome orientation
Answer: E
Diff: 2 Page Ref: 39
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-113
Question Type: MC
Question: Todd believes that the managers at Zerex are not very concerned about how their decisions affect other people in the organization. This relates to which dimension of organizational culture?
A) stability
B) aggressiveness
C) team orientation
D) people orientation
E) outcome orientation
Answer: D
Diff: 3 Page Ref: 39

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Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-114
Question Type: MC
Question: Managers at Zerex have informed Todd that they will require a higher standard of precision and accuracy in his monthly reports. This relates to which dimension of organizational culture?

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

Answer: E
Diff: 2 Page Ref: 39
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-115
Question Type: MC
Question: The organizational culture at SeaLan is best described as _____.

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

Answer: C
Diff: 3 Page Ref: 39
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Refer to the scenario below to answer the following questions.

Changing Organizational Culture (Scenario)

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

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Question ID: 2-116
Question Type: MC
Question: Jenna asked employees if they knew what constituted "good employee behaviour." She found that very few understood, and most had a variety of ideas. This is one indication that her company has _____.

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

Answer: B
Diff: 2 Page Ref: 41
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-117
Question Type: MC
Question: Jenna was surprised to discover that most organizations have _____ cultures.

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

Answer: C
Diff: 1 Page Ref: 41
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-118
Question Type: MC
Question: Jenna observed that some departments have developed their own way of doing things based on the shared values and common situations experienced by their members. She has found evidence of _____ in the organization.

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

Answer: B
Diff: 2 Page Ref: 41
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

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Question ID: 2-119
Question Type: MC
Question: To help establish a dominant culture that is committed to the core values, Jenna suggests they hire individuals who will fit into the culture and strengthen the _____ processes that help new employees learn the organization's way of doing things.
A) advertising
B) storytelling
C) ritual
D) perception
E) socialization
Answer: E
Diff: 2 Page Ref: 42
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-120
Question Type: MC
Question: Jenna wants to ensure that her organization's culture will help shape high ethical standards for all employees and managers. She proposes that it be high in risk tolerance, low to moderate in aggressiveness, and focused on _____.
A) means
B) outcomes
C) freedom
D) both means and outcomes
E) both freedom and outcomes
Answer: D
Diff: 3 Page Ref: 46
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Refer to the scenario below to answer the following questions.

Environmental Uncertainty (Scenario)

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

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Question ID: 2-121
Question Type: MC
Question: An Internet-based company facing many new competitors and frequent technological breakthroughs is operating in what kind of environment?
A) divergent
B) static
C) flexible
D) dynamic
E) stable
Answer: D
Diff: 2 Page Ref: 54
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-122
Question Type: MC
Question: A grocery store that has few components in its environment and minimal need for knowledge about its suppliers or customers is operating under conditions of low _____.
A) complexity
B) flexibility
C) stability
D) divergency
E) simplicity
Answer: A
Diff: 3 Page Ref: 54
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-123
Question Type: MC
Question: An online brokerage company such as E*TRADE that is dealing with many environmental components and requires a high level of knowledge about Internet operations is operating in a highly _____ environment.
A) flexible
B) static
C) stable
D) complex
E) divergent
Answer: D
Diff: 2 Page Ref: 55
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

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Question ID: 2-124
Question Type: MC
Question: To help managers understand how the environment affects their organizations, the environmental uncertainty matrix sorts industries into four cells based on two dimensions: degree of _____ and degree of _____.

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

Answer: B
Diff: 3 Page Ref: 54
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-125
Question Type: MC
Question: Given a choice, most managers would prefer to operate in Cell 1 of the environmental uncertainty matrix, where the environment is _____.

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

Answer: A
Diff: 2 Page Ref: 54
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Refer to the scenario below to answer the following questions.

The External Environment (Scenario)

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

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Question ID: 2-126
Question Type: MC
Question: The external environment of DigiTech consists of which two components?
A) primary environment and secondary environment
B) specific environment and organizational culture
C) primary environment and organizational culture
D) general environment and secondary environment
E) general environment and specific environment
Answer: E
Diff: 1 Page Ref: 50
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-127
Question Type: MC
Question: The upcoming federal election and the potential change of government involve which factor in DigiTech's external environment?
A) economic conditions
B) political/legal conditions
C) socio-cultural conditions
D) demographic conditions
E) global conditions
Answer: B
Diff: 2 Page Ref: 52
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-128
Question Type: MC
Question: The politician's promise to lower corporate taxes could affect which factor in DigiTech's external environment?
A) economic conditions
B) political/legal conditions
C) socio-cultural conditions
D) technological conditions
E) global conditions
Answer: A
Diff: 2 Page Ref: 51
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

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Question ID: 2-129
Question Type: MC
Question: Rapid changes in _____ conditions have resulted in shorter product development cycles for DigiTech.
A) economic
B) political/legal
C) socio-cultural
D) technological
E) global
Answer: D
Diff: 2 Page Ref: 53
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-130
Question Type: MC
Question: In DigiTech's specific environment, the number of _____ is increasing and there are shortages among its key _____.
A) pressure groups; customers
B) customers; competitors
C) competitors; suppliers
D) suppliers; investors
E) investors; agents
Answer: C
Diff: 2 Page Ref: 51
Skill: Applied
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Refer to the scenario below to answer the following questions.

Manifestations of Culture (Scenario)

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

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will explain some of the key terminology used at Z-Mart. For example, all sales clerks are called "associates," managers are called "partners," and a price reduction is affectionately called a "ziggy" as a nod to the company's founder!

Question ID: 2-131
Question Type: MC
Question: If successful, Jacob's orientation video should help the _____ process that adapts employees to Z-Mart's culture.
A) infiltration
B) association
C) socialization
D) indoctrination
E) assimilation
Answer: C
Diff: 2 Page Ref: 42
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-132
Question Type: MC
Question: The part of the orientation video that introduces Ziggy and describes his founding philosophy is an example of a(n) _____.
A) ritual
B) story
C) material symbol
D) article
E) theme
Answer: B
Diff: 2 Page Ref: 43
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-133
Question Type: MC
Question: The daily Z-Mart chant is as an example of _____.
A) a ritual
B) a story
C) a material symbol
D) an article
E) cultural language
Answer: A
Diff: 2 Page Ref: 43
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

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Question ID: 2-134
Question Type: MC
Question: The comfortable employee lounges in each store are examples of _____.
A) stories
B) rituals
C) material symbols
D) corporate policies
E) employee benefits
Answer: C
Diff: 2 Page Ref: 44
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-135
Question Type: MC
Question: Calling a price reduction a "ziggy" is an example of _____.
A) a ritual
B) a story
C) a material symbol
D) cultural language
E) a theme
Answer: D
Diff: 2 Page Ref: 44
Skill: Applied
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Refer to the scenario below to answer the following questions.

Managing Stakeholder Relationships (Scenario)

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

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Question ID: 2-136
Question Type: MC
Question: Natasha begins by defining stakeholders as _____.
A) the constituencies in the external environment that are employed by the organization
B) the constituencies in the external environment that own shares in the organization
C) the constituencies in the external environment that compete with the organization
D) the constituencies in the external environment that regulate the industry
E) any constituencies in the external environment that are affected by the organization's decisions and actions
Answer: E
Diff: 1 Page Ref: 55
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-137
Question Type: MC
Question: Natasha decides _____ the organization. This is the first step in managing stakeholder relationships.
A) to eliminate stakeholders that are of no benefit to
B) how to bring in more stakeholders to
C) can any stakeholders be eliminated to benefit
D) how many stakeholders are critical to
E) how critical each stakeholder is to
Answer: E
Diff: 3 Page Ref: 55
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-138
Question Type: MC
Question: Natasha finds out through her research that managing stakeholder relationships can lead to _____.
A) hiring new and more skilled employees
B) improved predictability of environmental changes
C) change in the corporate culture
D) positive increase in internal complexity
E) major changes in corporate policies and procedures
Answer: B
Diff: 1 Page Ref: 56
Skill: Recall

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Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-139
Question Type: MC
Question: Natasha determines what the particular interests or concerns of each stakeholder might be. This could lead to _____.
A) sharing of important trade secrets from specific stakeholders
B) greater organizational stress
C) downsizing due to stakeholder pressures
D) uncertain profitability in the future
E) a greater degree of trust among stakeholders
Answer: E
Diff: 2 Page Ref: 56
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-140
Question Type: MC
Question: Natasha determines that managers _____ tend to consider the interests of all major stakeholder groups as they make decisions.
A) who are at the first-level in the organization
B) of organizations with weak cultures
C) of high-performing companies
D) who are concerned most about public pressure groups
E) of global companies
Answer: C
Diff: 2 Page Ref: 56
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-141
Question Type: ES
Question: In a short essay, differentiate between the symbolic view and the omnipotent view of management. Include specific examples of each view to support your answer.
Answer:
a. The view of managers as omnipotent is consistent with the stereotypical picture of the take-charge business executive who can overcome any obstacle in carrying out the organization's objectives. This omnipotent view isn't limited to business organizations. It can also be used to help explain the high turnover among college/university and professional sports coaches, who can be considered the "managers" of their teams. Coaches who lose more games than they win are seen as ineffective. They are fired and replaced by new coaches who, it is hoped, will correct the inadequate performance. In the

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omnipotent view, when organizations perform poorly, someone has to be held accountable regardless of the reasons why, and in our society, that "someone" is managers. Of course, when things go well, someone needs to be praised. So managers also get the credit—even if they had little to do with achieving positive outcomes.
b. The symbolic view says that a manager's ability to affect outcomes is influenced and constrained by external factors. In this view, it is unreasonable to expect managers to significantly affect an organization's performance. Instead, an organization's results are influenced by factors outside the control of management. These factors include the economy, market changes, governmental policies, competitors' actions, conditions in the particular industry, control over proprietary technology, and decisions made by the previous manager. For example, when Blue Mantle, Home Hardware, and Army and Navy all decided to close in downtown Regina, it was not due to anything that their managers did but instead was due to forces beyond their control.

Diff: 2 Page Ref: 36-37
Skill: Applied
Learning Outcome: 2-1 Compare and contrast the actions of managers according to the omnipotent and symbolic views.

Question ID: 2-142
Question Type: ES
Question: In a short essay, define organizational culture and discuss the three implications of culture presented in the textbook. Give examples of companies that you feel have strong cultures.
Answer: Organizational culture is a system of shared meaning and beliefs held by organizational members that determines, in large degree, how they act. It represents a common perception held by the organization's members. In every organization, there are systems or patterns of values, symbols, rituals, myths, and practices that have evolved over time. These shared values determine, to a large degree, what employees see, and how they respond to their world. When confronted with problems or work issues, the organizational culture influences what employees can do and how they conceptualize, define, analyze, and resolve these issues.
This definition of culture implies several things. First, culture is a perception. Individuals perceive the organizational culture on the basis of what they see, hear, or experience within the organization. Second, even though individuals may have different backgrounds or work at different organizational levels, they tend to describe the organization's culture in similar terms. That is the shared aspect of culture. Finally, organizational culture is a descriptive term. It's concerned with how members perceive the organization, not with whether they like it. It describes rather than evaluates.
Diff: 2 Page Ref: 39
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

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Question ID: 2-143
Question Type: ES
Question: Define environmental uncertainty. Briefly discuss the dimensions of environmental uncertainty and how it impacts managers' work.
Answer: Environmental uncertainty refers to the degree of change and complexity in an organization's environment.
The first dimension of uncertainty is the degree of change. If the components in an organization's environment changes frequently, it is a dynamic environment. If change is minimal, it's a stable one. A stable environment might be one with no new competitors, few technological breakthroughs by current competitors, little activity by pressure groups to influence the organization, and so forth. Degree of change in this case means change that's unpredictable. If change can be accurately anticipated, it's not an uncertainty for managers.
The other dimension of uncertainty describes the degree of environmental complexity, which looks at the number of components in an organization's environment and the extent of the knowledge that the organization has about those components. An organization with fewer competitors, customers, suppliers, government agencies, and so forth faces a less complex and uncertain environment. Organizations deal with environmental complexity in various ways. Complexity is also measured in terms of the knowledge an organization needs about its environment.
Diff: 2 Page Ref:54-55
Skill: Recall
Learning Objective: 2-4 Describe the features of the specific and general organizational environments.

Question ID: 2-144
Question Type: ES
Question: In a short essay describe the factors that influence the strength of an organization's culture and discuss the impact of a strong organizational culture on employees and the organization.
Answer: Organizational culture has been described as the shared values, principles, traditions, and ways of doing things that influence the way organizational members act. In most organizations, these shared values and practices have evolved over time.
Factors:
a. size of the organization
b. how long it has been around
c. how much turnover there has been among employees
d. intensity with which the culture was originated
e. high agreement regarding what is important

The more employees accept the organization's key values and the greater their commitment to those values, the stronger the culture is. Strong cultures have a greater influence on employees than do weak cultures.
One study found that employees in organizations with strong cultures were more committed to their organization than were employees in organizations with weak cultures. The organizations with strong cultures also used their recruitment efforts and

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socialization practices to build employee commitment. And an increasing body of evidence suggests that strong cultures are associated with high organizational performance. It's easy to understand why a strong culture enhances performance. After all, when values are clear and widely accepted, employees know what they're supposed to do and what's expected of them so they can act quickly to take care of problems, thus preventing any potential performance decline. However, the drawback is that the same strong culture also might prevent employees from trying new approaches especially during periods of rapid change.
Diff: 2 Page Ref: 41
Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-145
Question Type: ES
Question: How is culture transmitted to employees of an organization? In a short essay, explain the four primary forms of transmission and provide an example of each.
Answer: Culture is transmitted to employees in a number of ways. The most significant are stories, rituals, material symbols, and language.
a. *Stories*: Organizational "stories" typically contain a narrative of significant events or people including such things as the organization's founders, reactions to past mistakes, and so forth. For instance, managers at Nike feel that stories told about the company's past help shape the future. Whenever possible, corporate "storytellers" (senior executives) explain the company's heritage and tell stories that celebrate people getting things done.
b. *Rituals*: Corporate rituals are repetitive sequences of activities that express and reinforce the values of the organization, what goals are most important, and which people are important. The "Passing of the Pillars" is an important ritual at Boston Scientific's facility near Minneapolis, for example. When someone has a challenging and tough project or assignment, they're "awarded" a small two-foot high plaster-of-Paris pillar to show that they've got support from all their colleagues.
c. *Material Symbols*: Material symbols convey to employees who is important, the degree of equality desired by top management, and the kinds of behavior that are expected and appropriate. Examples of material symbols include the layout of an organization's facilities, how employees dress, the types of automobiles provided to top executives, and the availability of corporate aircraft. At WorldNow, a provider of Internet technology to local media companies, an important material symbol is an old dented drill that the founders purchased for $2 at a thrift store. The drill symbolizes the company's culture of "drilling down to solve problems."
d. *Language*: Many organizations and units within organizations use language as a way to identify and unite members of a culture. By learning this language, members attest to their acceptance of the culture and their willingness to help preserve it. For instance, Microsoft employees have their own unique vocabulary: the term work judo is used to mean "the art of deflecting a work assignment to someone else without making it appear that you're avoiding it."
Diff: 2 Page Ref: 43-44

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Skill: Recall
Learning Outcome: 2-2 Discuss the characteristics and importance of organizational culture.

Question ID: 2-146
Question Type: ES
Question: In a short essay describe how creating an ethical, innovative and customer-responsive culture impacts the manager's job.
Answer:
Strong cultures support high ethical standards and have a positive influence on employee behaviour. A culture most likely to shape high ethical standards is one where managers support high risk tolerance, low to moderate aggressiveness, and focus on means as well as outcomes. In such cultures managers must be visible role models and communicate ethical expectations.
Creative an innovative culture requires managers to provide employees with challenge and involvement, freedom, trust and openness, idea time, playfulness, proper conflict resolution, debates and opportunities for risk-taking.
A customer-responsive culture starts with employee selection and training. The six characteristics of a successful, customer-responsive culture support outgoing and friendly employees, focus less on rigid rules, procedures and regulations, use empowerment, promote good listening skills, ensure role clarity and make sure employees are attentive to customer needs. Managers need to communicate the elements of the culture and model the appropriate behaviours as well as provide support for employees to carry out the new actions.
Diff: 2 Page Ref:45-47
Skill: Recall
Learning Outcome: 2-3 Describe what kinds of cultures managers can create.

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