Organizational Behavior 2nd edition Uhl-Bien Test Bank

SKU: 9781119503774-TEST-BANK

File: c02; Chapter 2: OB in Context

True/False

1. Organizational context is the characteristics of a job, organization, or work situation that affect the way people in that situation act and interact.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

2. Departmentalization refers to how specific work units or groups are divided and coordinated within an organization.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

3. The hierarchy of authority refers to the listing of positions of responsibility and who reports to whom.

Answer: True
Bloom's: Knowledge
Level: Easy
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

4. Operations charts are diagrams that depict the formal structures of organizations.

Answer: False
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

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5. While individuals at lower levels of an organization are largely focused on the internal environment of the organization, the CEO and top management team are more focused on how the organization is positioned in the external environment.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

6. Executives, managers, and supervisors are hierarchically connected through unity of command, which is a listing of who reports to whom up and down the firm.

Answer: False
Bloom's: Knowledge
Level: Difficult
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

7. Organization charts tell us about line versus staff positions and units.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

8. The number of individuals reporting to a supervisor is called the chain of command.

Answer: False
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

9. Tall structures have a wider span of control than flat structures.

Answer: False
Bloom's: Knowledge
Level: Difficult
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

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10. Staff units provide specialized expertise and services in an advisory capacity to line units.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

11. The sales and finance functions of a firm are examples of line units.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

12. Staff units are groups that assist the line units by providing specialized expertise and services to them.

Answer: True
Bloom's: Knowledge
Level: Easy
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

13. Production and operations are examples of staff units.

Answer: False
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

14. Staff units and positions typically have more power and greater status in a company than line units and positions.

Answer: False
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

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15. Centralization is the degree to which the authority to make decisions is restricted to higher levels of management.

Answer: True
Bloom's: Knowledge
Level: Easy
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

16. Decentralization increases when the discretion to spend money, to hire people, and to make similar decisions is moved farther up the hierarchy of authority.

Answer: False
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

17. Divisional departmentalization is a division of labor through the formation of work units or groups within an organization.

Answer: False
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

18. Two types of departmentalization are functional departmentalization and divisional departmentalization.

Answer: True
Bloom's: Knowledge
Level: Easy
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

19. Functional departmentalization refers to the grouping of individuals by skill, knowledge, and action.

Answer: True

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Bloom's: Knowledge
Level: Easy
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

20. Organizations that rely heavily on functional departmentalization can limit communication and knowledge sharing across functional areas.

Answer: True
Bloom's: Knowledge
Level: Difficult
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

21. Many large, geographically dispersed organizations that sell to national and international markets rely on departmentalization by geography.

Answer: True
Bloom's: Comprehension
Level: Difficult
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

22. An organic structure is the most bureaucratic of all structures.

Answer: False
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

23. The shared actions, values, and beliefs in an organization that guide the behavior of its members are collectively called organizational culture.

Answer: True
Bloom's: Knowledge
Level: Easy
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

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24. Research finds that most organizational cultures are identical to one another.

Answer: False
Bloom's: Knowledge
Level: Medium
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Section Reference: Building Effective Organizational Cultures

25. Large firms often have a single dominant culture with a universal set of shared actions, values, and beliefs.

Answer: False
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

26. Large organizations have subcultures as well as one or more countercultures.

Answer: True
Bloom's: Knowledge
Level: Easy
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

27. A subculture has a pattern of values and a philosophy that outwardly reject the beliefs and values of the larger organization or social system.

Answer: False
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

28. A counterculture is a group of individuals who exhibit a unique pattern of values and a philosophy that is consistent with the organization's dominant values and norms.

Answer: False
Bloom's: Knowledge

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Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
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29. The *Wall Street Journal* reported in 2009 that older workers tend to be at greater risk of layoffs because most employers use a "first in/first out" rule when cutting back on staff.

Answer: False
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

30. Observable culture, the first level of cultural analysis, refers to the way things are done in a particular organization.

Answer: True
Bloom's: Knowledge
Level: Easy
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

31. Three important levels of cultural analysis in studying organizational culture are observable culture, shared values, and common cultural assumptions.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

32. The observable culture of a firm includes stories, ceremonies, and corporate rituals that make up the history of the firm or a group within the firm.

Answer: True
Bloom's: Knowledge
Level: Medium
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33. The second level of cultural analysis focuses on common cultural assumptions that are the taken-for-granted truths that corporate members share as a result of their joint experiences.

Answer: False
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
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34. Many consultants suggest that organizations should develop a "dominant and coherent set of shared values."

Answer: True
Bloom's: Comprehension
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

35. The term *shared* in cultural analysis implies that the group is a whole.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

36. The deepest level of cultural analysis recognizes that shared values can play a critical role in linking people together and can provide a powerful motivational mechanism for members of the culture.

Answer: False
Bloom's: Knowledge
Level: Difficult
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37. Rituals are embellished heroic accounts of the story of the founding of an organization.

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Answer: False
Bloom's: Comprehension
Level: Easy
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38. Sagas are important because they are used to tell new members the founding story of the company.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

39. Rites are standardized and recurring activities that are used at special times to influence the behaviors and understanding of organizational members; rituals are systems of rites.

Answer: True
Bloom's: Knowledge
Level: Easy
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
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40. The key to being a subculture is that its values do not clash with those of the larger organization.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
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41. Countercultures work against organizational purpose and can be damaging if not addressed.

Answer: True
Bloom's: Comprehension
Level: Medium

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Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
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42. A cultural symbol is any object, act, or event that serves to transmit cultural meaning.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

43. The corporate uniforms worn by UPS and Federal Express delivery personnel are examples of cultural symbols.

Answer: True
Bloom's: Application
Level: Easy
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

44. An organization with a strong culture possesses a broad and deeply shared value system.

Answer: True
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

45. Organizations with a strong culture have a shared understanding regarding who organizational members are and what it means to be part of the organization.

Answer: True
Bloom's: Knowledge
Level: Medium
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Multiple Choice

46. A diagram that depicts the formal structure of a firm is called _____.
a) a matrix structure
b) the horizontal structure
c) a staff unit
d) an organization chart
e) a line unit

Answer: d
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

47. A chart with many layers and levels of authority indicates a(n) _____ organizational structure.
a) organic
b) matrix
c) tall
d) flat
e) linear

Answer: c
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

48. While _____ may clearly indicate who reports to whom, it is also important to recognize that they do not show how work is done, who exercises the most power over specific issues, or how the firm will respond to its environment.
a) institutional pictures
b) organizational rosters
c) institutional trees
d) organization charts
e) functional regimentation

Answer: d
Bloom's: Knowledge
Level: Medium
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Section Reference: Why Context Matters in OB

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49. In which of the following is the span of control likely to be the narrowest?
a) In a bureaucratic work environment
b) In an organization with a flat structure
c) In an organization with very few organizational levels
d) In an environment where employees have complete autonomy
e) In a decentralized work environment

Answer: a
Bloom's: Comprehension
Level: Difficult
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

50. _____ units are work groups that conduct the major business of the organization.
a) Staff
b) Line
c) Specialty
d) Boundary-spanning
e) Facilitator

Answer: b
Bloom's: Knowledge
Level: Easy
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

51. At ABC Manufacturing, the sales and operations functions would be examples of _____ units.
a) facilitator
b) staff
c) specialty
d) boundary-spanning
e) line

Answer: e
Bloom's: Analysis
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

52. Which type of units provides specialized expertise and services to the organization?
a) Authoritative units
b) Staff units

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c) Line units
d) Sales units
e) Boundary-spanning units

Answer: b
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

53. At ABC Manufacturing, the accounting and human resources functions would be examples of _____ units.
a) facilitator
b) staff
c) specialty
d) boundary-spanning
e) line

Answer: b
Bloom's: Analysis
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

54. Which of the following increases when the discretion to spend money, to hire people, and to make similar decisions is moved farther up the hierarchy of authority?
a) Distribution
b) Dissipation
c) Diffusion
d) Centralization
e) Decentralization

Answer: d
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

55. _____ is the degree to which the authority to make decisions is shared throughout an organization's hierarchy.
a) Bureaucracy
b) Centralization
c) Distribution
d) Span of control
e) Decentralization

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Answer: e
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

56. Greater _____ is often found in organizations with tall structures.
a) dissipation
b) centralization
c) distribution
d) participation
e) decentralization

Answer: b
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

57. Which one of the following statements about decentralization is NOT accurate?
a) Decentralization means that employees at front lines are empowered to make decisions.
b) Decentralization is prevalent in flat structures.
c) Employees in companies with decentralized decision-making are expected to be more proactive.
d) Generally speaking, greater decentralization results in lower subordinate satisfaction.
e) Decentralization is the degree to which the authority to make decisions is shared throughout an organization's hierarchy.

Answer: d
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

58. All of the following are advantages of functional departmentalization EXCEPT that:
a) it fosters clear responsibilities.
b) it may lead to myopic decision-making.
c) it fosters clear task assignments.
d) it encourages collective knowledge and insight.
e) it leverages an employee's technical training and expertise.

Answer: b
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.

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Section Reference: Why Context Matters in OB

59. All of the following are disadvantages of functional departmentalization EXCEPT that:
a) it can yield very clear task requirements, consistent with an individual's training.
b) it can make it hard for employees to get a sense of the big picture.
c) it can limit communication across functional areas.
d) it can limit knowledge sharing across functional areas.
e) it can lead to myopic decision-making.

Answer: a
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

60. Which of the following statements is true of an organic organizational structure?
a) They emphasize hierarchy and control.
b) They are typically tall structures based on centralized decision-making.
c) They have a more open workspace.
d) They have more formal, rather than informal, communication.
e) They are the most bureaucratic of all structures.

Answer: c
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

61. An organic organizational structure _____.
a) is designed to change in accordance with the needs of the environment
b) emphasizes hierarchy and control
c) stresses rules, policies, and procedures
d) is designed around standardized work processes
e) uses both the functional and divisional forms of departmentalization simultaneously

Answer: a
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

62. Organizations that rely on a few major customers may organize their people and resources by client. This is an example of _____ departmentalization.

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a) knowledge-based
b) functional
c) divisional
d) skill-based
e) expertise-based

Answer: c
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

63. All of the following statements are true of line units EXCEPT that they:
a) have a greater likelihood of leading to promotion to higher level positions.
b) typically have more power and greater status in a company.
c) typically include the sales, operations, and finance functions within a company.
d) provide specialized expertise and services in an advisory or support capacity.
e) have direct line authority for conducting the major business of a company.

Answer: d
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

64. A disadvantage of the matrix structure is that:
a) it can only work in environments that do not have any need for adaptability.
b) it is the least efficient of all structures.
c) it is the most bureaucratic of all structures.
d) it is inflexible and does not allow for fluidity based on project needs.
e) it can be complicated for employees who have two managers.

Answer: e
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

65. Workers and supervisors in a(n) _____ structure have two supervisors—one functional and one project manager.
a) traditional
b) mechanistic
c) bureaucratic
d) matrix
e) organic

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Answer: d
Bloom's: Knowledge
Level: Easy
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

66. The best way to know what a company's structure is like is to look at its:
a) human resources department.
b) operations.
c) information technology department.
d) organization chart.
e) internal environment.

Answer: d
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

67. The obvious organizational design response to uncertainty and volatility is to opt for a(n) _____ structure.
a) mechanistic
b) organic
c) bureaucratic
d) hierarchical
e) centralized

Answer: b
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

68. Which type of bureaucracy emphasizes hierarchy and control?
a) Divisional
b) Mechanistic
c) Departmental
d) Organic
e) Matrix

Answer: b
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.

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Section Reference: Why Context Matters in OB

69. A(n) _____ structure emphasizes hierarchy and control with a heavy reliance on standardized work processes and functional departmentalization and an emphasis on rules, policies, and procedures.
a) departmental
b) organic
c) matrix
d) divisional
e) mechanistic

Answer: e
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

70. Which type of bureaucracy results in a management that emphasizes routine for efficiency?
a) Divisional
b) Mechanistic
c) Organic
d) Functional
e) Network

Answer: b
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

71. A disadvantage of the mechanistic structure is that it:
a) does not emphasize rules, policies, or procedures.
b) lacks formalized mechanisms for decision-making.
c) requires a predictable and stable environment or else it breaks down.
d) has more informal, rather than formal, communication.
e) is the least bureaucratic of all organizational structures.

Answer: c
Bloom's: Comprehension
Level: Difficult
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

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72. In the context of the types of organizational structures, a(n) _____ is highly fluid and adaptable, designed to change in accordance with the needs of the environment.
a) self-managing bureaucracy
b) mechanistic bureaucracy
c) organic structure
d) functional structure
e) departmental structure

Answer: c
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

73. The _____ of McDonalds is the shared actions, values, and beliefs that guide the behavior of its members.
a) structure
b) control philosophy
c) institutional system
d) organizational strategy
e) organizational culture

Answer: e
Bloom's: Comprehension
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

74. In a business setting, a firm's _____ is the shared actions, values, and beliefs within the firm that guide the behavior of its members.
a) institutional system
b) corporate culture
c) indigenous entropy
d) bureaucracy
e) strategy

Answer: b
Bloom's: Knowledge
Level: Medium
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75. _____ are groups of individuals with a unique pattern of values and philosophy that is consistent with the organization's dominant values and philosophy.
a) Subcultures
b) Countercultures
c) Anti-cultures
d) Societal cultures
e) Competitive cultures

Answer: a
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

76. Which of the following statements is INCORRECT regarding subcultures?
a) Strong subcultures are often found in high-performance task forces.
b) Strong subcultures are often found in high-performance special project groups.
c) Subcultures reflect groups with a unique pattern of values and philosophy that are inconsistent with the dominant culture of the larger organization or social system.
d) Subcultures emerge to bind individuals working intensely together to accomplish a specific task.
e) Strong subcultures are often found in high-performance teams.

Answer: e
Bloom's: Comprehension
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

77. Three important levels of cultural analysis in organizations are
a) unobservable culture, role models, and shared mission.
b) implicit culture, shared values, and common experiences.
c) shared objectives, shared values, and shared mission.
d) observable culture, shared values, and common cultural assumptions.
e) explicit culture, implicit culture, and common cultural assumptions.

Answer: d
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

78. All of the following are levels of analysis in studying organizational culture EXCEPT:

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a) observable culture.
b) shared values.
c) inter-organizational conflicts.
d) common cultural assumptions.
e) core values.

Answer: c
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

79. In the context of the three important levels of cultural analysis in organizations, the first level concerns _____, or "the way we do things around here."
a) shared values
b) common assumptions
c) implicit culture
d) observable culture
e) shared mission

Answer: d
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

80. At IBM, the _____ would include the unique stories, ceremonies, and corporate rituals that make up the history of the firm.
a) latent culture
b) shared values
c) common cultural assumptions
d) observable culture
e) implicit culture

Answer: d
Bloom's: Application
Level: Medium
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81. In the context of the three important levels of cultural analysis in organizations, the level referred to as _____ can play a critical part in linking people together and can provide a powerful motivational mechanism for members of the culture.
a) shared values
b) observable culture
c) implicit culture
d) core values
e) common assumptions

Answer: a
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
Section Reference: Building Effective Organizational Cultures

82. Organizations are encouraged to develop a dominant and coherent set of _____. Although every member may not agree with them, all members will know they are important.
a) observable attitudes
b) implicit needs
c) common perceptions
d) shared values
e) common assumptions

Answer: d
Bloom's: Knowledge
Level: Medium
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
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83. At the deepest level of cultural analysis are _____, or the taken-for-granted truths that collections of corporate members share as a result of their joint experience.
a) shared values
b) core values
c) shared premises
d) mutual promises
e) collective conjectures

Answer: b
Bloom's: Knowledge
Level: Medium
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84. In the context of the three important levels of cultural analysis in organizations, the core values of religious organizations _____.
a) involve selling products
b) align with the self-interest of top managers
c) involve making a profit
d) align with the desire to do good
e) lie in spiritual beliefs

Answer: e
Bloom's: Knowledge
Level: Medium
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85. Which of the following is true of organizations with a flat structure?
a) They have short spans of control.
b) They are usually more empowered work environments.
c) They typically have authoritative managers.
d) They are typically indicative of a more bureaucratic work environment.
e) They have many layers and levels of authority.

Answer: b
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

86. _____ are embellished heroic accounts of accomplishments, especially regarding the founding of an organization.
a) Artifacts
b) Sagas
c) Myths
d) Rites
e) Rituals

Answer: b
Bloom's: Knowledge
Level: Medium
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87. _____ are important because they are used to tell new members the founding story of the company.
a) Artifacts
b) Myths
c) Rituals
d) Rites
e) Sagas

Answer: e
Bloom's: Knowledge
Level: Medium
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88. Systems of rites are called _____.
a) rules
b) artifacts
c) routines
d) sagas
e) rituals

Answer: e
Bloom's: Knowledge
Level: Easy
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89. It is common for Japanese workers and managers to start their workdays together with group exercises and by singing the "company anthem." Together, the exercises and anthems form a(n) _____.
a) artifact
b) ritual
c) symbol
d) saga
e) story

Answer: b
Bloom's: Application
Level: Difficult
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90. William works for UPS and is required to wear a brown uniform. The corporate uniforms worn by UPS delivery personnel are examples of _____.
a) symbols
b) rites
c) rituals
d) cultural attributes
e) cultural proxies

Answer: a
Bloom's: Application
Level: Medium
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91. Organizational _____ helps people in organizations make sense of their surroundings by conveying the expected norms of behavior.
a) mission
b) culture
c) strategy
d) design
e) structure

Answer: b
Bloom's: Knowledge
Level: Easy
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92. The second layer of cultural analysis recognizes that _____ can play a critical part in linking together people and can provide a powerful motivational mechanism for members of the culture.
a) organizational design
b) observable culture
c) common cultural assumptions
d) shared values
e) core values

Answer: d
Bloom's: Knowledge
Level: Easy
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93. Organizations with _____ possess a broadly and deeply shared value system that can provide a strong corporate identity and collective commitment.
a) strong structures
b) strong designs
c) strong cultures
d) strong artifacts
e) strong top managers

Answer: c
Bloom's: Knowledge
Level: Medium
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94. Ramy is a member of a literature club in his college and has to wear a pin to show affiliation to the club. In this context, the pin is a(n) _____.
a) symbol
b) myth
c) saga
d) rite
e) ritual

Answer: a
Bloom's: Application
Level: Difficult
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95. Organizational _____ are unproven and frequently unstated beliefs that are accepted without criticism.
a) rites
b) routines
c) sagas
d) myths
e) rituals

Answer: d
Bloom's: Knowledge
Level: Easy
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96. Which of the following statements is NOT accurate with respect to organizational myths?
a) Myths are unproven and frequently unstated beliefs that are accepted without criticism.
b) Corporate mythology often focuses on cause–effect relationships that cannot be empirically supported.
c) Myths can allow executives to redefine impossible problems into more manageable components.
d) Myths can facilitate experimentation and creativity.
e) Myths are a heroic account of accomplishments and overcoming epic challenges.

Answer: e
Bloom's: Comprehension
Level: Medium
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97. Managers should consider doing all of the following to develop a strong culture for a unit EXCEPT:
a) developing a widely shared understanding of what the organization stands for.
b) demonstrating a concern for management rules and procedures over employees.
c) using rituals and ceremonies to build a common identity.
d) recognizing and rewarding actions that illustrate the company's shared philosophy and concerns.
e) instilling a belief that information and ideas should be shared.

Answer: b
Bloom's: Comprehension
Level: Medium
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98. Tony is a new manager at Tone Corporation. He is listening to stories, ceremonies, and corporate rituals that make up the history of the company. In the context of the layers of cultural analysis, Tony is understanding the _____.
a) common cultural assumptions within the organization
b) observable culture of the organization
c) nonverbal aspects of the organization
d) core values within the organization
e) shared values within the organization

Answer: b
Bloom's: Application
Level: Difficult
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99. Managers establish and maintain strong cultures by
a) increasing employee turnover.
b) using the authoritarian style of leadership.
c) encouraging employees to follow orders without question.
d) reinforcing ethnocentrism in the workplace.
e) designing and implementing effective reward systems.

Answer: e
Bloom's: Knowledge
Level: Difficult
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100. _____ comprises the characteristics of a job, organization, or work situation that affect the way people in that situation act and interact.
a) Organizational design
b) Organizational hierarchy
c) Organizational structure
d) Organizational behavior
e) Organizational context

Answer: e
Bloom's: Knowledge
Level: Easy
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101. _____ is the actions an organization takes to achieve long-term business goals.
a) Organizational development
b) Organizational strategy
c) Organizational engineering
d) Organizational design
e) Organizational ecology

Answer: b
Bloom's: Knowledge
Level: Easy
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102. The concept of _____ states that people seek pleasure and avoid pain.
a) utilitarianism
b) centralization

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c) ethnocentrism
d) hedonism
e) socialization

Answer: d
Bloom's: Knowledge
Level: Easy
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103. _____ is the process of learning the accepted norms or customs of an organization through formal and informal processes.
a) Centralization
b) Organizational design
c) Socialization
d) Social engineering
e) Hedonism

Answer: c
Bloom's: Knowledge
Level: Easy
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104. In the context of organizational culture, _____ represent the values and norms that are practiced in an organization.
a) enacted values
b) espoused values
c) explicit values
d) formal values
e) core values

Answer: a
Bloom's: Knowledge
Level: Easy
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105. Identify a true statement about espoused values.
a) They are the explicitly stated values and norms preferred by an organization.
b) They are seldom written down or posted anywhere.
c) They are the implicit values of the employees of an organization.
d) They are also referred to as enacted values.

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e) They represent the values and norms that are practiced in an organization.

Answer: a
Bloom's: Knowledge
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Fill in the blank

106. An organization chart with a few layers from top to bottom indicates a(n) _____ organizational structure.

Answer: flat
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
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107. A diagram that depicts the formal structure of an organization is called a(n) _____.

Answer: organization chart
Bloom's: Knowledge
Level: Medium
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108. A(n) _____ shows where people are in the organizational hierarchy, how big or small certain divisions or departments are, where different offices are physically located, and what titles are assigned to various positions.

Answer: organization chart
Bloom's: Knowledge
Level: Medium
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109. The number of individuals reporting to a manager is called the manager's _____.

Answer: span of control

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Bloom's: Knowledge
Level: Medium
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110. _____ is the degree to which the authority to make decisions is restricted to the highest levels of management.

Answer: Centralization
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
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111. In a flat structure, decision-making is _____, meaning employees at front lines are empowered to make decisions.

Answer: decentralized
Bloom's: Knowledge
Level: Medium
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112. _____ is a division of labor that establishes specific work units or groups within an organization.

Answer: Departmentalization
Bloom's: Knowledge
Level: Medium
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113. A(n) _____ structure is the most bureaucratic of all structures.

Answer: mechanistic
Bloom's: Knowledge
Level: Medium
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114. Grouping individuals by skill, knowledge, and expertise is known as _____.

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Answer: functional departmentalization
Bloom's: Knowledge
Level: Easy
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115. _____ groups individuals together by products, territories, services, clients, or legal entities.

Answer: Divisional departmentalization
Bloom's: Knowledge
Level: Easy
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

116. In the context of the different types of organizational structures, a(n) _____ uses both the functional and divisional forms of departmentalization simultaneously.

Answer: matrix structure
Bloom's: Knowledge
Level: Easy
Learning Objective 1: Define organizational context and explain how it affects behavior.
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117. _____ rely on functional departmentalization, standardized work processes, and formalized systems of decision-making.

Answer: Bureaucracies
Bloom's: Knowledge
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

118. Firms with a(n) _____ structure emphasize hierarchy and control, and stress rules, policies, and procedures.

Answer: mechanistic
Bloom's: Knowledge
Level: Difficult
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119. Mintzberg uses the term _____ to describe an organization with a mechanistic structure.

Answer: machine bureaucracy
Bloom's: Knowledge
Level: Medium
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120. _____ is the shared actions, values, and beliefs in an organization that guide the behavior of its members.

Answer: Organizational culture
Bloom's: Knowledge
Level: Easy
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121. _____ are groups of individuals who exhibit a unique pattern of values and a philosophy that is consistent with the organization's dominant values and norms.

Answer: Subcultures
Bloom's: Knowledge
Level: Medium
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122. _____ are groups whose patterns of values and philosophies reject those of the larger organization or social system.

Answer: Countercultures
Bloom's: Knowledge
Level: Medium
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123. Observable culture, shared values, and core values are the three layers of _____.

Answer: cultural analysis
Bloom's: Knowledge

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Level: Medium
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124. In the context of the levels of cultural analysis, the _____ culture of a firm includes stories, ceremonies, and corporate rituals that make up the history of the firm or a group within the firm.

Answer: observable
Bloom's: Knowledge
Level: Medium
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125. In the context of the signs of organizational culture, _____ are embellished heroic accounts of accomplishments and overcoming epic challenges.

Answer: sagas
Bloom's: Knowledge
Level: Medium
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126. In the context of the signs of organizational culture, _____ are artifacts, objects, acts, or events that serve to transmit cultural meaning.

Answer: symbols
Bloom's: Knowledge
Level: Medium
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127. The "Miss America" type ceremonies of Mary Kay used to spotlight positive work achievements are examples of _____.

Answer: rituals
Bloom's: Application
Level: Medium
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128. In the context of the signs of organizational culture, _____ are standardized and recurring activities that are used at special times to influence the behaviors and understanding of organizational members.

Answer: rites
Bloom's: Knowledge
Level: Easy
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129. In the context of the signs of organizational culture, a(n) _____ is any object, act, or event that serves to transmit cultural meaning.

Answer: symbol
Bloom's: Knowledge
Level: Medium
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130. In the context of the signs of organizational culture, the corporate uniform worn by UPS delivery personnel is an example of a(n) _____.

Answer: symbol
Bloom's: Application
Level: Medium
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131. In the context of the signs of organizational culture, a(n) _____ is an unproven and frequently unstated belief that is accepted without criticism.

Answer: organizational myth
Bloom's: Knowledge
Level: Medium
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132. A(n) _____ structure is typical of companies that organize around projects, such as engineering or construction firms, that require adaptability to the needs of changing projects but efficiency in operating procedures and results.

Answer: matrix
Bloom's: Knowledge
Level: Medium
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133. The concept of _____ suggests that people are likely to continue behaviors that are rewarded and avoid those that are punished.

Answer: hedonism
Bloom's: Knowledge
Level: Difficult
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Essay

134. Differentiate between tall and flat organizational structures. Discuss span of control in the context of organizational structure.

Suggested Answer: An organization chart with many layers and levels of authority indicates a tall organizational structure; one with fewer layers from top to bottom indicates a flat structure. Tall structures are typically indicative of a more bureaucratic work environment, whereas flat structures are usually more empowered work environments. Flat structures have a wider span of control, which reflects the number of individuals reporting to a given supervisor. When spans of control are wider, supervisors cannot manage in a traditional sense due to the sheer number of people. As a result, employees in these types of structures are usually more autonomous or empowered.
Bloom's: Analysis
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

135. What is departmentalization? Identify and briefly describe two common forms of departmentalization.

Suggested Answer: Departmentalization refers to how specific work units or groups are divided and coordinated within an organization. Two common forms of departmentalization are functional

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departmentalization, which involves grouping individuals by skill, knowledge, and expertise, and divisional departmentalization, which organizes work and people by products, territories, services, clients, or legal entities.
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
Section Reference: Why Context Matters in OB

136. What is organizational structure? How is it an important contextual factor in organizational behavior?

Suggested Answer: Organizational structure is the way work is organized and coordinated. It is like the skeleton of a company, showing how work is distributed, the number and type of positions, lines of authority, and reporting relationships within and across work units. Structure influences how people do their jobs and the way people work together in an organization. Because it specifies reporting relationships and shows how departments are positioned relative to one another, it also can provide hints or clues to power dynamics in an organization.
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
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137. Describe mechanistic and organic organizational structures.

Suggested Answer: A mechanistic structure emphasizes hierarchy and control. Organizations with this type of structure stress rules, policies, and procedures. The mechanistic structure is the most bureaucratic of the structures, designed around standardized work processes and formalized mechanisms for decision-making. There is often extensive use of functional departmentalization throughout the company. An organic structure is highly fluid and adaptable. It is designed to change in accordance with the needs of the environment. It is typically a flat organizational structure based on decentralized decision-making. There are fewer functional silos, meaning that employees work in a more collaborative and horizontal, rather than vertical, manner. Organizations with this structure often have a more open workspace and more informal, rather than formal, communication. Jobs are also more fluid, with people reassigned more often based on changing work demands.
Bloom's: Comprehension
Level: Medium
Learning Objective 1: Define organizational context and explain how it affects behavior.
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138. What is organizational culture? What is corporate culture? Is a firm's culture important? Why or why not?

Suggested Answer: Organizational culture is the shared actions, values, and beliefs that guide the behavior of its members. In the business setting, this system is often referred to as the corporate culture. Just as no two individual personalities are the same, no two organizational cultures are identical. Culture

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is important because it influences how people behave in organizations. Typically people gravitate to the kind of culture they like, but not always. Sometimes people don't know what a culture is until they join an organization. They learn the culture by experiencing it. Culture works to build collective identity. Organizations with a clear identity are said to have a strong culture. They have a shared understanding regarding who organizational members are and what it means to be part of the organization.
Bloom's: Evaluation
Level: Easy
Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.
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139. What is a subculture? How is a subculture different from a counterculture?

Suggested Answer: Subcultures are groups of individuals who exhibit a unique pattern of values and philosophies that is still consistent with the organization's dominant values and norms. For example, in organizations, functional areas often have different subcultures, such as the differences between engineering, IT, finance, and sales departments. The key to it being a subculture is that its values do not clash with those of the larger organization. Countercultures are groups whose patterns of values and philosophies reject those of the larger organization or social system.
Bloom's: Analysis
Level: Medium
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140. Briefly discuss how managers build and maintain strong cultures.

Suggested Answer: Managers establish and maintain effective cultures by protecting and promoting core values, treating employees with respect, reinforcing ethical standards, and designing and implementing effective reward systems. In particular, they
• develop a widely shared understanding of what the organization stands for through communication and messaging;
• demonstrate concern for individuals over rules, policies, procedures, and adherence to job duties;
• recognize and reward actions that illustrate the company's shared philosophy and concerns;
• use ritual and ceremony as important to members and to build a common identity; and
• instill a belief that what employees and managers do is important and that information and ideas should be shared.
Bloom's: Comprehension
Level: Difficult
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