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

a. True

b. False

ANSWER:	False
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	2.1 The External Environment
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	MGMT.DAFT.17.02.01 - 02.01
NATIONAL STANDARDS:	United States - BUSPROG: Reflective Thinking
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2. The task environment dimension of a company includes all elements that occur naturally on Earth, including plants, animals, rocks, and resources such as air, water, and climate.

a. True

b. False

ANSWER:	False
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	2.1 The External Environment
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	MGMT.DAFT.17.02.01 - 02.01
NATIONAL STANDARDS:	United States - BUSPROG: Reflective Thinking
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3. Current employees, management, and especially corporate culture are part of an organization’s internal environment.

a. True

b. False

ANSWER:	True
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	2.1 The External Environment
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	MGMT.DAFT.17.02.01 - 02.01
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KEYWORDS: Bloom's: Remember
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4. Some companies are so successful that they do not have any competitors.
   a. True
   b. False
ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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5. Labor market forces affecting organizations right now include the growing need for computer-literate knowledge workers and the effects of outsourcing.
   a. True
   b. False
ANSWER: True
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
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6. If Johnson Lumber provides trees for Westvaco Paper Manufacturing, then Johnson Lumber is considered a supplier for Westvaco.
   a. True
   b. False
ANSWER: True
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: True / False

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KEYWORDS: Bloom's: Apply
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7. An example of part of the legal–political dimension of the general environment includes the government's report on the unemployment rate.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
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KEYWORDS: Bloom's: Understand
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8. A political lobbyist for General Motors fills an essential boundary-spanning role.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
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9. Strategic issues that could arise for a food-producing organization could include a change in the cost of certain staple foods, an increase in the cost of production, and a large shift in company management.

a. True
b. False

ANSWER: True

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POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: True / False
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10. A joint venture involves a strategic alliance or program by two or more organizations.
    a. True
    b. False
ANSWER: True
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
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KEYWORDS: Bloom's: Remember
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11. Physical symbols are associated with the surface level of organizational culture.
    a. True
    b. False
ANSWER: True
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
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12. The set of key values, beliefs, understandings, and norms that are shared by members of an organization are combined to create the symbols of an organization.

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a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.04 - 02.04
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KEYWORDS: Bloom's: Remember
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13. A narrative based on events within the organization that is frequently repeated is called an organizational story.
a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
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14. An achievement culture is found in an environment that is dynamic and requires high-risk decision making.
a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
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15. The consistency culture has an external focus and adapts quickly to a dynamic environment.
    a. True
    b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
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16. In today's business environment, companies are most likely to build a consistency culture.
    a. True
    b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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17. Corporate culture plays a key role in creating an organizational climate that enables learning and innovative responses to threats from the external environment, challenging new opportunities or organizational crises.
    a. True
    b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.06 - 02.06
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18. In the quadrants of organizational performance and culture, Quadrant A represents organizations that are focused primarily on bottom-line results and pay little attention to organizational values.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.06 - 02.06
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
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19. In the quadrants of organizational performance and culture, companies in Quadrant D put high emphasis on both culture and solid business performance as drivers of organizational success.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.06 - 02.06
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
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20. The cultural leader articulates a vision for the organizational culture that employees can believe in.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response

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QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.07 - 02.07
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
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21. Managers must be careful not to overcommunicate new cultural values; otherwise, employees will get bored.
    a. True
    b. False
ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.07 - 02.07
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
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22. General environment dimensions affect an organization indirectly.
    a. True
    b. False
ANSWER: True
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.1 The External Environment
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
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23. The just-in-time production strategy decreases inventory costs, but most companies are not willing to take on the risk that comes with it.
    a. True
    b. False
ANSWER: False

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POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
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24. Disney's cable network division has been suffering in recent years mostly due to internal organizational factors.
    a. True
    b. False
ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT20.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
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25. A manager working for a soft-drink bottler will likely experience lower uncertainty than a manger who works for an electronics company.
    a. True
    b. False
ANSWER: True
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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26. Slogans express a key corporate value but rarely have any special meanings to employees.

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a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Understand
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27. An involvement culture places a high value on meeting the needs of employees, as exemplified by Four Seasons Hotels and Resorts

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's: Apply
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28. Marketing and technology companies are most likely to choose an achievement culture.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
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29. An achievement culture values competitiveness, aggressiveness, and personal initiative, which some see as a negative aspect and others view as positive.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's:Understand
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30. _____ environment includes all elements existing outside the boundary of the organization that have the potential to affect the organization.

a. Organizational
b. Internal
c. Task
d. General
e. Technological

ANSWER: a
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
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31. All of the following are a part of an organization's task environment, EXCEPT _____.

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

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ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
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32. GreenTech Candies is a U.S.-based company that manufactures and distributes candy bars and snack foods globally. The company sources most of its cocoa and sugar from South American companies. This business relationship highlights which of the following dimensions of the task environment?

a. Customers
b. Competitors
c. Labor market
d. Culture
e. Suppliers

ANSWER: e
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Apply
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33. _____ is(are) included in an organization's task environment.

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

ANSWER: a
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice

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34. Ally's Applesauce is in the process of hiring 60 new workers. The personnel department has a large pool of unskilled labor to draw from due to the high unemployment rate in the local area. Which of the following dimensions of the external environment is involved here?

a. Sociocultural
b. Competitors
c. Technological
d. Labor market
e. Legal–political

ANSWER: d
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
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KEYWORDS: Bloom's: Analyze
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35. When Miami Herald launches a Spanish-language newspaper, *El Nuevo Herald*, with articles emphasizing Hispanic, Cuban, and Latin American news and sports, it is responding to changes in the _____ environment.

a. sociocultural
b. technological
c. economic
d. supply chain
e. geographic

ANSWER: a
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
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KEYWORDS: Bloom's: Analyze

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36. The general environment dimension that includes consumer purchasing power, the unemployment rate, and interest rates is called the _____.

a. legal–political dimension
b. sociocultural dimension
c. technological dimension
d. economic dimension
e. task dimension

ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
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37. The _____ dimension of the general environment includes federal, state, and local government regulations.

a. technological
b. legal–political
c. economic
d. sociocultural
e. international

ANSWER: b
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
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38. Which of the following roles is assumed by people and/or departments that link and coordinate the organization with key elements in the external environment?

a. Figurehead
b. Liaison

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c. Boundary spanning
d. Disturbance handler
e. Leader

ANSWER: c
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
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39. The people and organizations in the environment who acquire goods or services from the organization are _____.
a. competitors
b. suppliers
c. customers
d. employees
e. the labor market

ANSWER: c
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
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40. When managers do not have sufficient information about environmental factors to understand and predict environmental needs and changes, this is known as _____.
a. adaptation
b. risk
c. uncertainty
d. competitive intelligence
e. boundary spanning

ANSWER: c
POINTS: 1
DIFFICULTY: Moderate

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REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
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DATE MODIFIED: 1/27/2019 10:20 PM

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

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

ANSWER: a
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
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DATE MODIFIED: 1/27/2019 11:03 PM

42. _____ is an approach to boundary spanning that results from using sophisticated software to search through large amounts of internal and external data to spot patterns, trends, and relationships that might be significant.

a. Political lobbying
b. Business intelligence
c. Strategic uncertainty
d. Predictive analytics
e. Competitive intelligence

ANSWER: b
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking

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43. Jefferson and Squire is an advertising firm that is viewed as having a fast-paced and posh corporate culture. The company uses bold coloring with expensive accents in all office décor. This exemplifies which of the following levels of corporate culture?

a. Visible artifacts
b. Underlying assumptions
c. Expressed values
d. Heroes
e. Ceremonies

ANSWER: a
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
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44. In the current external business environment, which of the following is true?

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

ANSWER: e
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Understand
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45. When two or more organizations combine to become one, it is referred to as a(n) _____.

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a. joint venture
b. flexible structure
c. mechanistic structure
d. merger
e. inorganic venture

ANSWER: d
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
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46. Molly Madison received "The Employee of the Month" award at Internal Workings Remodeling Service in April. Molly would be considered a part of which of the following environments for Internal Workings?

a. The general environment
b. The task environment
c. The economic environment
d. The internal environment
e. The organizational environment

ANSWER: d
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
DATE CREATED: 1/27/2019 11:28 PM
DATE MODIFIED: 1/27/2019 11:31 PM

47. Culture can be defined as _____.

a. the set of key values, beliefs, understandings, and norms shared by members of an organization
b. a figure who exemplifies the deeds, character, and attributes of an environment
c. an object, act, or event that conveys meaning to others
d. a narrative based on true events that is repeated frequently and shared by organizational employees
e. a planned activity at a special event that is conducted for the benefit of an audience

ANSWER: a

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POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
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48. The level of corporate culture in which values are so deeply embedded that members are no longer consciously aware of them takes the form of _____.

a. invisible artifacts
b. underlying assumptions and beliefs
c. explicit code of conduct
d. dress and office layout
e. slogans and ceremonies

ANSWER: b
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/27/2019 11:35 PM
DATE MODIFIED: 1/27/2019 11:38 PM

49. Roadtec Tire Company has a corporate culture that emphasizes an internal focus on the involvement and participation of employees and places high value on meeting the needs of its employees. The company is known for its caring, family-like atmosphere. Which of the following types of corporate culture does Roadtec possess?

a. Adaptability culture
b. Achievement culture
c. Consistency culture
d. Involvement culture
e. Matrix culture

ANSWER: d
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False

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LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
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50. A _____ is a narrative based on true events that is repeated frequently and shared among organizational employees.

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

ANSWER: c
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/27/2019 11:42 PM
DATE MODIFIED: 1/27/2019 11:46 PM

51. McDonald's "I'm lovin' it" is an example of a _____.

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

ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
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52. Adaptability culture emerges in an environment that requires _____ response and _____ decision making.

a. fast; high-risk
b. fast; low-risk
c. slow; high-risk
d. slow; low-risk
e. regulated; low-risk

ANSWER: a
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/27/2019 11:50 PM
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53. Involvement culture emphasizes a(n) _____ focus on the participation of employees to adapt rapidly to changing needs from the environment.

a. external
b. internal
c. structural
d. competitive
e. technological

ANSWER: b
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/27/2019 11:53 PM
DATE MODIFIED: 1/27/2019 11:58 PM

54. Which of the following types of culture values and rewards a methodical, rational, and orderly way of doing things?

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

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ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Understand
DATE CREATED: 1/27/2019 11:58 PM
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55. _____ plays a key role in creating an organizational climate that enables learning and innovative responses to threats from the external environment, challenging new opportunities, or organizational crises.

a. Mission statement
b. Vision statement
c. Competitive intelligence
d. Employee training
e. Corporate culture

ANSWER: e
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.06 - 02.06
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 12:02 AM
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56. Terry manages a food distribution company that is highly focused on creating a strong cohesive culture, but the company does not tie organizational values directly to goals and desired business results. Terry's company most likely falls into which of the following quadrants of organizational performance and culture?

a. Quadrant A
b. Quadrant B
c. Quadrant C
d. Quadrant D
e. Quadrant E

ANSWER: d
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: Multiple Choice

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HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.06 - 02.06
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Analyze
DATE CREATED: 1/28/2019 12:05 AM
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57. In a study by Kotter and Heskett, evidence is provided to support the claim that _____ is important for performance.

a. managing cultural values
b. leading partnerships within an industry
c. surveying the external environment
d. focusing on production
e. empowering employees

ANSWER: a
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.06 - 02.06
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
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DATE MODIFIED: 1/28/2019 12:12 AM

58. Executives at One World Advertising have learned that it is necessary to establish strong personal relationships and emotional bonds with Chinese business partners. This relates most closely to which of the following dimensions of the general business environment?

a. Natural
b. Sociocultural
c. Legal–political
d. International
e. Internal

ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply

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59. What is the reason that two companies enter a joint venture together?
    a. One company plans on buying the other.
    b. Both companies are in danger of going bankrupt.
    c. The project is too expensive for one company to handle alone.
    d. The companies are no longer competitors.
    e. One company has decided to become nonprofit.

ANSWER: c
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Understand
DATE CREATED: 1/28/2019 12:16 AM
DATE MODIFIED: 1/28/2019 12:19 AM

60. The task environment includes factors that _____ affect an organization's operations and performance.
    a. indirectly
    b. might
    c. occasionally
    d. directly
    e. almost never

ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT2002.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 12:19 AM
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61. A clothing store decides to expand to the international market and follows the same strategy in Europe and Asia that it did in North America. Their sales in Asia fail to pick up. What general environment dimension is affecting this company?
    a. The technological dimension
    b. The economic dimension
    c. The international dimension

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d. The sociocultural dimension
e. The natural dimension

ANSWER: c
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT20.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
DATE CREATED: 1/28/2019 12:23 AM
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62. What is one of the main focus points of the sociocultural dimension of the general environment?
a. Government regulations at local, state, and federal levels
b. New opportunities for the United States in other countries
c. The general economic health of a country or region
d. Scientific and technological advancements
e. Demographic characteristics, norms, and values

ANSWER: e
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 12:27 AM
DATE MODIFIED: 1/29/2019 5:13 AM

63. Large public companies must disclose the pay gap between their CEOs and rank-and-file employees. This is a result of which general environment dimension?
a. The economic dimension
b. The legal–political dimension
c. The international dimension
d. The natural dimension
e. The technological dimension

ANSWER: b
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment

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QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
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64. Which general environment dimension is different from the others in that it has no voice of its own?

a. The legal–political dimension
b. The technological dimension
c. The international dimension
d. The natural dimension
e. The economic dimension

ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 12:34 AM
DATE MODIFIED: 1/28/2019 12:37 AM

65. A manager at which of the following companies will typically face a low amount of uncertainty and can devote less attention to external issues?

a. An aerospace firm
b. An entertainment company
c. An Internet-based organization
d. A telecommunications firm
e. A food processor

ANSWER: e
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT20.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Apply

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66. A senior manager at the car manufacturer Big Rigs, Inc. sees that turbulence in the Middle East is increasing, which will likely significantly drive up the cost of oil. This is an example of (a) _____.

a. strategic issue
b. boundary spanning
c. merger
d. joint venture
e. uncertainty

ANSWER: a
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT20.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
DATE CREATED: 1/28/2019 12:41 AM
DATE MODIFIED: 1/28/2019 12:44 AM

67. Which of the following is an example of an organization using big data analytics?

a. A political lobbyist influencing the government to take action on behalf of an electric company
b. A baseball team recruiting pitchers who the managers like and think will work hard
c. A health insurance company maintaining a list of how many customers are behind on big medical bills and their addresses
d. A bank studying which customers to offer a certain credit card based on credit risk and other characteristics
e. A technology firm collecting all the information they possibly can about their number one competitor

ANSWER: d
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Technology
STATE STANDARDS: United States - LA - DISC: Information Technologies
KEYWORDS: Bloom's: Apply
DATE CREATED: 1/28/2019 12:45 AM
DATE MODIFIED: 2/6/2019 10:17 AM

68. A hotel frequently tells its employees about an instance whereby one worker went to great lengths to return a stuffed animal to a little girl complete with pictures of the toy relaxing by the pool as a commitment to customer service. This is a ____.

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a. symbol
b. hero
c. slogan
d. story
e. visible artifact

ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
DATE CREATED: 1/28/2019 12:52 AM
DATE MODIFIED: 1/28/2019 12:55 AM

69. For its twentieth anniversary, a restaurant organizes a “neighborhood cookout” style event in their parking lot. Near the end of the event, they wheel out a large cake and give every partygoer a coupon for 20 percent off their next meal. This is an example of _____.

a. a story
b. a hero
c. culture
d. a ceremony
e. a symbol

ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
DATE CREATED: 1/28/2019 12:56 AM
DATE MODIFIED: 1/28/2019 12:59 AM

70. Martha wants to join a company with a culture that centers around teamwork and allows employees to make mistakes. Which of the following statements best fits what she is looking for?

a. “Every worker works alone.”
b. “Find help achieving your goals.”
c. “High pressure situations for hardworking people.”
d. “We get it right the first time, every time.”
e. “You can wear jeans on Casual Fridays.”

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ANSWER: b
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT20.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
DATE CREATED: 1/28/2019 12:59 AM
DATE MODIFIED: 1/28/2019 1:03 AM

71. One organization values its longevity and the history of its business, which was started by a single family about a hundred years ago. Which of the following would be a fitting symbol for this organization?

a. Their first dollar ever made, framed up on the wall
b. The saying “We’re a family here for your family.”
c. New art on the walls every year
d. Rooms where employees can meditate and do yoga
e. An annual event during which customers are given homemade cookies

ANSWER: a
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20 02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
DATE CREATED: 1/28/2019 1:04 AM
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72. A new company enters the market and realizes that they have to be able to change quickly to meet new market demands and make decisions quickly. Which of the following corporate cultures fits best with their needs?

a. Involvement culture
b. Adaptability culture
c. Achievement culture
d. Consistency culture
e. No one culture fits their needs

ANSWER: b
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: Multiple Choice

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HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
DATE CREATED: 1/28/2019 1:15 AM
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73. Which of the following actions would be most consistent for an organization with involvement culture?
    a. Encouraging, at times, aggressive competition
    b. Giving orderly instructions for employees to methodically follow
    c. Refusing to lay off employees during a recession
    d. Rewarding employees for ambitious goals
    e. Emphasizing the need to solve problems as quickly as possible

ANSWER: c
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
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74. Two organizations are both in the technology industry. What is most likely true about their corporate cultures?
    a. Their cultures are likely distinct and very different from each other as the cultures of competitors often are.
    b. Both companies probably employ a consistency culture that fits well with the need for rapid change.
    c. Due to their industry, both cultures have to adopt an involvement culture.
    d. The organizations likely have similar cultural characteristics because they operate in similar environments.
    e. They likely consulted with each other to develop similar corporate cultures that work best in their industry.

ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Understand
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75. What is true of companies that fall into Quadrant A?

a. They are most likely to be successful in the long run.
b. They focus primarily on bottom-line results.
c. Their shared cultural values are strong.
d. They work effectively and maintain good work-life balance.
e. Their culture is termed a high-performance culture.

ANSWER: b
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.17.02.06 - 02.06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's:
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76. Which of the following statements applies to high-performance cultures?

a. They embody shared adaptive values that guide decisions and business practices.
b. They are not concerned with a well-defined organizational purpose.
c. They encourage employee ownership of bottom-line results but not organizational culture.
d. They do not connect cultural values to business performance.
e. They value bottom-line results over shared cultural values.

ANSWER: a
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT20.02.06 - 02.06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Understand
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77. Which of the following companies falls into Quadrant A?

a. The LEGO Group and its emphasis on creativity
b. GE and its culture whereby risk is rewarded and accountability is key
c. Zynga and its constant challenges to meet lofty goals
d. Johnson & Johnson and its encouragement for employees to work on team and remain open to change
e. Southwest Airlines and its focus on creating an “employee first” culture

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ANSWER: c
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.06 - 02.06
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Apply
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DATE MODIFIED: 1/28/2019 1:54 AM

78. Which of the following actions would a cultural leader avoid?
    a. Taking clear actions that represent the new values of the company
    b. Encouraging employees to take actions that they don't do themselves
    c. Overcommunicating new culture values
    d. Communicating central values for employees to rally around
    e. Finding ways to signal that the old way of doing things is no longer acceptable

ANSWER: b
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: MGMT.DAFT.20.02.07 - 02.07
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Understand
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DATE MODIFIED: 1/28/2019 1:57 AM

79. The _____ environment includes the sectors that conduct day-to-day transactions with the organization and directly influence its basic operations and performance.

ANSWER: task
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember

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80. _____ are becoming more popular as organizations strive to keep up with rapid technological advancements and compete in the global economy.
ANSWER: Joint ventures
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
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DATE MODIFIED: 1/28/2019 2:09 AM

81. An object, act, or event that conveys meaning to others is known as a _____.
ANSWER: symbol
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 2:09 AM
DATE MODIFIED: 1/28/2019 2:12 AM

82. _____ culture places high value on meeting the needs of employees, and the organization may be characterized by a caring, family-like atmosphere.
ANSWER: Involvement
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence

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KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 2:12 AM
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83. A _____ defines and uses signals and symbols to influence corporate culture.
ANSWER: cultural leader
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.07 - 02.07
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 2:14 AM
DATE MODIFIED: 1/28/2019 2:18 AM

84. _____ can be internal or external to an organization and alter its ability to achieve its goals.
ANSWER: Strategic issues
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 2:18 AM
DATE MODIFIED: 1/28/2019 2:20 AM

85. Steve Jobs exemplified the _____ figure in corporate culture.
ANSWER: hero
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence

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KEYWORDS: Bloom's: Remember
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86. In today's business environment, many companies have shifted away from _____ culture, which focuses on the methodical and orderly way of doing things.
ANSWER: consistency
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 2:24 AM
DATE MODIFIED: 1/28/2019 2:26 AM

87. A _____ is a network of multiple businesses and individuals that are connected through the flow of products or services.
ANSWER: supply chain
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.20 02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 2:27 AM
DATE MODIFIED: 1/28/2019 2:29 AM

88. The fastest-growing segment of business intelligence is _____, which consists of searching and examining massive, complex sets of data.
ANSWER: big data analytics
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.20.02.02 - 02.02

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KEYWORDS: Bloom's: Remember
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89. A _____ is a planned activity at a special event that is conducted to reinforce company values.
ANSWER: ceremony
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.20.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 2:32 AM
DATE MODIFIED: 1/28/2019 2:36 AM

90. When an organization is results oriented and values competitiveness and personal initiative, its culture is known as _____.
ANSWER: achievement culture
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.4 Types of Culture
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT20.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 2:36 AM
DATE MODIFIED: 1/28/2019 2:39 AM

91. In a _____ culture, companies emphasize both culture and solid business performance as drivers of organizational success.
ANSWER: high-performance
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE: Completion
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic

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NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
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KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 2:39 AM
DATE MODIFIED: 1/28/2019 2:42 AM

92. List at least three visible artifacts of an organization's culture.
ANSWER: Visible artifacts include dress, heroes, office layout, symbols, slogans, and ceremonies.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Subjective Short Answer
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 2:42 AM
DATE MODIFIED: 1/28/2019 2:45 AM

93. List at least two reasons why ceremonies are held in an organization.
ANSWER: The reasons are as follow:
1. To reinforce valued accomplishments
2. To create a bond among people by allowing them to share an important event
3. To anoint and celebrate heroes
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Subjective Short Answer
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Understand
DATE CREATED: 1/28/2019 2:46 AM
DATE MODIFIED: 1/28/2019 2:48 AM

94. Name one of the two dimensions on which the categories of culture are based.
ANSWER: 1. The extent to which the external environment requires flexibility or stability
2. The extent to which a company's strategic focus is internal or external
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.4 Types of Culture

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QUESTION TYPE: Subjective Short Answer
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Remember
DATE CREATED: 1/28/2019 2:48 AM
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95. What is the difference between a task environment and a general environment? What are examples of a dimension in each environment?

ANSWER: A task environment includes whatever the company deals with on a day-to-day basis, including customers, suppliers, and the labor market. A general environment includes whatever affects an organization indirectly through technological, economic, legal–political, natural, socioeconomic, or international means.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 2.1 The External Environment
QUESTION TYPE: Subjective Short Answer
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.20.02.05 - 02.05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Analyze
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96. Explain two different areas of boundary spanning and what they are used for.

ANSWER: 1. Business intelligence, which uses sophisticated software to search through internal and external data to spot patterns, trends, and relationships that might be significant
2. Competitive intelligence, which involves activities designed to get as much information as possible from one’s rivals
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Subjective Short Answer
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.20.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Analyze
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97. Discuss the relationship between external environmental characteristics and uncertainty.

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

POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.2 The Organization–Environment Relationship
QUESTION TYPE: Subjective Short Answer
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Analyze
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98. Discuss the different levels of culture.

ANSWER: Culture can be analyzed at two levels. At the surface, there are the visible representations of culture, such as ceremonies and patterns of behaviors. These representations are easily observable. The second level of culture can be found in expressed ideas and values. These ideas and values can be identified through an analysis of such things as symbols and stories. Some values become so deeply embedded in a culture that members are no longer consciously aware of them.

POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 2.3 The Internal Environment: Corporate Culture
QUESTION TYPE: Subjective Short Answer
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: MGMT.DAFT.17.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Understand
DATE CREATED: 1/28/2019 3:03 AM
DATE MODIFIED: 1/28/2019 3:06 AM

99. List the four categories of culture and describe the kind of environment in which each fits best.

ANSWER:

1. Adaptability culture fits best in fast response and high-risk, decision-making environments.
2. Achievement culture fits best in results-oriented cultures that value competitiveness, aggressiveness, personal initiative, and willingness to work long and hard to achieve results.
3. Involvement culture fits best in internal and employee-need-focused environments where the organization is seen as having a caring, family-like atmosphere.
4. Consistency culture fits best in internal-focused organizations that have a

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consistency orientation for a stable environment.

POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	2.4 Types of Culture
QUESTION TYPE:	Subjective Short Answer
HAS VARIABLES:	False
STUDENT ENTRY MODE:	Basic
LEARNING OBJECTIVES:	MGMT.DAFT.17.02.05 - 02.05
NATIONAL STANDARDS:	United States - BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - LA - DISC: Environmental Influence
KEYWORDS:	KEYWORDS: Bloom's: Analyze
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100. Describe what makes a cultural leader and the kinds of actions to be taken in order to move the business forward.

ANSWER: A cultural leader defines and uses signals and symbols to influence corporate culture. The leader will clarify what a new culture should be by crafting a story that inspires people to change. There are two key areas that cultural leaders influence. The first area is articulating a vision for the organizational culture that the employees can believe in. The second is heeding the day-to-day activities that reinforce the cultural vision. For example, they would make sure to follow new work procedures and rewards systems to demonstrate how the culture works and that no one is exempt. One real-life situation involves the Whole Foods founder John Mackey, who wanted his managers to focus less on personal financial gain and more on making a better world. For this reason, he asked the board of directors to donate all his future stock options to the company's two foundations, the Animal Compassion Foundation and the Whole Planet Foundation.

POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	2.5 Shaping Corporate Culture for Innovative Response
QUESTION TYPE:	Subjective Short Answer
HAS VARIABLES:	False
STUDENT ENTRY MODE:	Basic
LEARNING OBJECTIVES:	MGMT.DAFT.20.02.07 - 02.07
NATIONAL STANDARDS:	United States - BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - LA - DISC: Environmental Influence
KEYWORDS:	Bloom's: Analyze
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