Week 5 MT2050 Quiz

Multiple Choice
Identify the letter of the choice that best completes the statement or answers the question.

____ 1. Which of these is the degree to which organizational tasks are subdivided into individual jobs?
   a. multitasking
   b. lines of authority
   c. work specialization
   d. autonomy
   e. team structure

____ 2. When work specialization is extensive:
   a. employees perform a single task
   b. employees perform many tasks
   c. employees are often highly challenged
   d. employees are often inefficient
   e. jobs tend to be large

____ 3. Chelsey works for a small Wisconsin firm that makes gingerbread house kits. Because it is such a small company with a seasonal product, low work specialization is the rule. As a result, Chelsey:
   a. usually performs a single repetitive task.
   b. performs a variety of tasks and activities.
   c. is often bored.
   d. is rarely challenged
   e. has limited work assignment authority.

____ 4. Despite the advantages of specialization, many organizations are moving away from the principle. Many companies are ____ jobs to provide greater challenges and are even assigning teams to tasks so employees can rotate among several jobs performed by the team.
   a. reducing
   b. enlarging
   c. specializing
   d. eliminating
   e. transferring

____ 5. Unity of command and the scalar principle are both closely related to the:
   a. amount of work specialization in an organization.
   b. degree of formalization.
   c. chain of command.
   d. amount of bureaucracy in the organization.
   e. modular approach to organizing.

____ 6. To understand authority, you must understand the three characteristics of authority. (1) Authority is vested in organizational positions, not people. (2) Authority is accepted by subordinates. The third characteristic states that
   a. authority flows down the vertical hierarchy.
   b. the movement of authority is controlled by the organization's horizontal composition.
   c. authority moves up the vertical hierarchy.
   d. authority is tangible.
   e. authority cannot be empowered.
7. The process that requires people with authority and responsibility to report and justify task outcomes to those above them is called:
   a. authority
   b. accountability
   c. responsibility
   d. task
   e. delegation

8. Ligstrom, Inc. manufactures furniture altars, pews, and other types of church furniture. Which of the following Ligstrom departments is a line department?
   a. finance department
   b. human resources department
   c. research and development department
   d. manufacturing department
   e. marketing department

9. Which of the following typically is NOT considered a staff department?
   a. marketing
   b. accounting
   c. manufacturing
   d. human resources
   e. research and development

10. The primary goal of a company that manufactures filing cabinets is 100 percent error-free production. Therefore, its quality control department would be an example of a ____ department.
    a. line
    b. staff
    c. primary
    d. functional
    e. strategic planning

11. The average span of control used in an organization determines whether the organization is tall or flat. The ____ structure has an overall narrow span and more hierarchical levels.
    a. short
    b. vertical
    c. narrow
    d. tall
    e. flat

12. Sharon's subordinates are highly trained and all perform similar tasks. Raymond's subordinates are spread over two locations, and he has little available in the way of support systems. Which of the following statements is most correct?
    a. Raymond's span of management can be larger than Sharon's.
    b. Sharon will have problems with unity of command.
    c. Sharon's span of management can be larger than Raymond's.
    d. Sharon has more problems with work specialization.
    e. Raymond works with a centralized department.

13. ____ can help a motel chain in Florida that must respond quickly to house those escaping hurricane winds or evacuate its own guests when hurricanes are predicted.
    a. The scalar principle
    b. Decentralization
    c. Centralization
    d. Tight functional control
    e. Unity of command
14. The basis for grouping positions into departments and departments into the total organization is called:
   a. departmentalization
   b. functional development
   c. organizational development
   d. organizational communications
   e. team building

15. The structural design approaches that reflect different uses of chain of command in departmentalization are:
   a. functional, divisional, matrix
   b. functional, departmental, minimal, teams, and networks
   c. fundamental, divisional, matrix, teams, and organizational
   d. divisional, matrix, teams, and networks
   e. functional, matrix, teams, and networks

16. The ____ is the grouping of positions into departments based on similar skills, and work activities.
   a. geographical approach
   b. vertical functional approach
   c. divisional approach
   d. matrix approach
   e. organizational approach

17. Which is a structure that groups departments together according to common products, programs, or geographic region?
   a. geographical approach
   b. vertical functional approach
   c. divisional approach
   d. matrix approach
   e. organizational approach

18. The most widespread trend to departmentalization is the team concept. What are the names of the two team approaches most widely used?
   a. cross-functional and permanent teams
   b. softball and bowling teams
   c. quality and service teams
   d. safety and quality
   e. customer and safety teams

19. A ____ is a group of employees who are brought together in a manner similar to the creation of a formal department. Emphasis is on horizontal communication and information sharing because representatives from all functions are coordinating their work and skills to complete a specific organizational task.
   a. permanent team
   b. virtual network
   c. multifunctional team
   d. contemporary team
   e. de facto group

20. The network approach is revolutionary because the approach makes it difficult to answer the question ____ in traditional terms.
   a. "Where are we going?"
   b. "When will get there?"
   c. "Do we have a mission?"
   d. "Where is the organization?"
   e. "Who is in charge?"
21. Disadvantages of the virtual network approach include:
   a. an over-reliance on centralization.
   b. limited flexibility.
   c. weakened employee loyalty.
   d. increased overhead costs.
   e. all of these.

22. A ____ is a person who is responsible for coordinating the efforts of several different departments on a full-time basis for the completion of a specific project.
   a. department manager
   b. middle manager
   c. first-level supervisor
   d. project manager
   e. chairman of the board

23. Steve Jobs coordinated the development of iPod music players and iTunes music stores for Apple Computers. It was his determination and foresight that helped Apple reinvent itself. Jobs acted as a:
   a. department manager
   b. middle manager
   c. first-level supervisor
   d. project manager
   e. human resources manager

   a. loose organizational
   b. organic
   c. mechanistic
   d. horizontal
   e. hierarchical

25. A type of production technology characterized by the manufacturing of a large volume of products with the same specifications is called:
   a. unit production
   b. flexible manufacturing
   c. mass production
   d. continuous process production
   e. service technology production

26. A type of technology characterized by the production of a large volume of products with the same specification is called:
   a. mass production
   b. flexible manufacturing
   c. continuous process production
   d. small-batch production
   e. unit production
Scenario - Graham Company

Graham Company is a company that designs and mails catalogs, brochures, mailing inserts, and bills. Recently Graham purchased a small business that specialized in designing and printing sports programs. Hunter Keith has been assigned the task of incorporating the Graham structure with that of the newly purchased company. The employees of the recently acquired company had previously been assigned to work in the marketing, the production, or the human resources department. Keith believes the company's existing employees, as well as its new ones, are experts at their jobs and require little managerial support.

27. What factors does Keith need to consider before determining the appropriate span of management for the combined companies?
   a. Is the work performed by subordinates without the influence of group norms?
   b. Do subordinates perform similar tasks?
   c. How many informal groups exist?
   d. Where on the organization chart will new employees be placed?
   e. All of these questions should be considered.

28. What is the order of the change sequences as described by the model of planned organizational change?
   a. Internal and external forces for change exist; organization managers monitor these changes; perceived need triggers the initiation of change; change is implemented.
   b. Internal and external forces for change exist; organization managers monitor these forces and become aware of a need for change; perceived need triggers the initiation of change; change is implemented.
   c. Change is implemented; internal and external forces for change exist; organization managers monitor these changes and become aware of the changes; perceived need triggers the initiation of change.
   d. Internal and external forces for change exist; perceived need triggers the initiation of change; change is implemented; organization managers monitor these changes and become aware of the changes.
   e. Organization managers monitor these changes and become aware of the changes; perceived need triggers the initiation of change; change is implemented; internal and external forces for change exist.

29. The first step in the change sequence is:
   a. the realization that internal and external forces for change exist
   b. the monitoring of forces by organization managers
   c. initiation of change
   d. modification of change to accommodate culture/people
   e. awareness of change resistance

30. Puma, the German-based sporting goods manufacturer, markets to a lifestyle--people who want to look fashionable while engaging in sports activities. The company needs to grow to maintain competitive in its market. Two of its leading competitors have recently merged. This is an example of:
   a. a need for change due to external forces
   b. an environmental opportunity
   c. a need for change due to internal forces
   d. a discriminatory practice that can be fought through legal methods
   e. a situational weakness
31. At which stage of the change process do managers evaluate problems and opportunities?
   a. monitor forces for change
   b. need for change
   c. initiate change
   d. implement change
   e. change analysis

32. An organization's frustration with poor internal efficiency is an example of a(n) ____ that can produce change.
   a. temporal force
   b. internal force
   c. environmental issue
   d. customer force
   e. ethical issue

33. Creative organizations are:
   a. loosely structured
   b. difficult to work for
   c. tightly structured
   d. short lived
   e. risk-averse

34. The biggest barrier to organizational change is usually:
   a. disagreements about the benefits
   b. uncertainty about the future
   c. a lack of understanding and trust
   d. fear of personal loss
   e. too much trust

35. In 1998, Corning announced it was selling its consumer division, which made Pyrex, Revere metal cookware, and Corelle laminated glass tableware. "It was a traumatic experience, like you're selling your children," recalls Steve Mandell, president of the local glassworkers' union at the Corning plant. Which barrier to change did Corning's employees exhibit?
   a. disagreements about the benefits
   b. self interests
   c. a lack of understanding and trust
   d. uncertainty
   e. goals and rewards

36. Kurt Lewin proposed that change was the result of the competition between ____ and ____ forces.
   a. functional; hierarchical
   b. real; imaginary
   c. mechanistic; organic
   d. driving; restraining
   e. coercive; restrictive

37. When the users doubt the legitimacy of a change, the ____ approach for overcoming resistance to change should be used.
   a. unfreezing
   b. convincing
   c. approval of employees
   d. hammer-it-out
   e. top management support
38. ____ involves users and potential resisters in designing the change.
   a. Resistance
   b. Collaboration
   c. Participation
   d. Blocking
   e. Sabotaging

39. Which approach to change implementation should be used when a crisis exists?
   a. education
   b. participation
   c. coercion
   d. top management support
   e. blocking

40. Communication and education tactics for change implementation should be used when:
   a. initiators clearly have power
   b. the group has power over implementation
   c. change is technical
   d. users need to feel involved
   e. the group will lose out in change

41. Kryptonite manufactures many of those ubiquitous U-locks we've all bought to protect our bikes, boats, and motorcycles. When the company learned that its locks could be easily opened with a cheap ballpoint pen, a quick change was needed. What method should Kryptonite have used to change how the product was made, and more importantly, the company's image?
   a. education
   b. participation
   c. coercion
   d. top management support
   e. domination

42. ____ uses formal bargaining to win cooperation.
   a. Negotiation
   b. Bargaining
   c. Horse-trading
   d. Stonewalling
   e. Countertrading

43. PrairieStone Pharmacy introduced automated devices to dispense the most often-prescribed drugs for its pharmacists, a rigid system of bar-code scanning to double check that a prescription is correctly filled, and a high-tech vertical storage system. It experienced a(n) ____ change.
   a. culture/people
   b. structural
   c. new-product
   d. technology
   e. economy

44. A(n) ____ change is a change in the organization's product or service output.
   a. culture/people
   b. structural
   c. product
   d. technology
   e. economy
45. Which of these changes may involve hierarchy of authority, goals, and administrative procedures?
   a. new product
   b. technological
   c. structural
   d. culture/people
   e. customer

46. The purchase of the British company Reckitt & Colman by the Dutch-based company Benskiser, a smaller company with a more organic culture, exemplified a ____ change.
   a. new product
   b. technological
   c. structural
   d. culture/people
   e. customer

47. ____ occurs when individuals acquire new attitudes and are rewarded for them by the organization.
   a. Refreezing
   b. Changing
   c. Symbolizing
   d. Solidifying
   e. Metamorphosis

Scenario - Sara Lee's Restructuring

The international conglomerate called Sara Lee has interests as varied as Kiwi shoe polish, Ambi Pur shower gel, Douwe Egberts coffee, Jimmy Dean breakfast sausage, and cheesecake. By 2010, the company's CEO Brenda Barnes plans on shedding businesses that account for 40 percent of Sara Lee's sales. According to Barnes, this restructuring will increase the company's annual earnings from $1.2 billion to $1.8 billion before taxes. The plan is ambitious.

48. In planning how to implement the restructuring, Barnes can anticipate some resistance to the new system. This resistance will most likely come from:
   a. employee self-interest.
   b. lack of understanding of the restructuring process.
   c. a lack of information about what is happening.
   d. different assessments of what is happening.
   e. all of these
**Scenario - Pfizer Changes Its Marketing**

Pfizer is changing the way it promotes medications to consumers in response to the threat of regulation by the U.S. Congress. The U.S.-based pharmaceuticals group said that by the end of 2005, it will provide more details on risk in its advertisements. It will also provide more education about new drugs before advertising them to the public. In addition, it may suggest alternative treatments for doctors to prescribe. The only department of the company that is not completely in support of this new marketing strategy is the marketing department. Its salespeople fear a loss of commission if new products are not heavily promoted.

___ 49. Pfizer's new promotional strategy requires what kind of organizational change?
   a. technology change
   b. product change
   c. structure change
   d. people change
   e. strategy change

___ 50. Organization development might be useful in dealing with the ____ that was created as a result of the de-emphasis on advertising for new products.
   a. risk-aversion
   b. conflict
   c. uncertainty
   d. autonomy
   e. bottleneck
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