**Organizational Behavior**

**Homework 4**

**Chapter 15 Foundations of Organization Structure**

**Chapter 16: Organizational Cultures**

**Chapter 17: HR Policies and Practices**

**Chapter 18: Organizational Change and Stress Management**

 Following are 30 multiple choice and open questions, each worth 3.3 points. Indicate/Provide the answer you think most correct.

**Chapter 15 Foundations of Organization Structure**

1) A manufacturing manager organizes a plant into engineering, accounting, manufacturing, personnel, and supply specialists departments. This division of an organization into groups according to work functions is an example of \_\_\_\_\_\_\_\_.

A) social clustering

B) bureaucracy

C) specialization

D) centralization

E) departmentalization

2) AgriProducers provides services related to the testing of soil and crops. It also provides advice to its customers for improving the productivity of the soil and the quality of the crops. It has customers all over the United States. The crops and soil are different in the various large areas of the nation, such as the west coast and the Midwest. Which type of departmentalization would be best for AgriProducers?

A) functional

B) process

C) product

D) geographic

E) temporal

3) Some of the departments in Procter & Gamble are Tide, Pampers, Charmin, and Pringles. This is an example of departmentalization by \_\_\_\_\_\_\_\_.

A) function

B) process

C) geography

D) product

E) interest

4) Aeronautics Inc., a parts supplier, has departments for government aircraft and contracts, large commercial aircraft clients, and small personal aircraft clients. This is an example of \_\_\_\_\_\_\_\_ departmentalization.

A) product

B) function

C) geography

D) customer

E) service

5) Chain of command is a key element of an organization's structure. Which of the following key questions is addressed by this element?

A) How many individuals can a manager efficiently and effectively direct?

B) To whom do individuals and groups report?

C) On what basis will jobs be grouped together?

D) To what degree are activities subdivided into separate jobs?

E) To what degree will there be rules and regulations to direct employees and managers?

6) The right inherent in a managerial position to give orders and expect orders to be obeyed is termed \_\_\_\_\_\_\_\_.

A) chain of command

B) authority

C) span of control

D) unity of command

E) leadership

**Chapter 16: Organizational Cultures**

1) Which of the following is most likely to result from a strong organizational culture?

A) low employee turnover

B) low employee satisfaction

C) low organizational commitment

D) low agreement about what the organization represents

E) low behavioral control resulting from the climate within the organization

2) Both \_\_\_\_\_\_\_\_ and strong culture achieve the same end result of predictability, orderliness, and consistency.

A) high formalization

B) low departmentalization

C) wide span of control

D) low work specialization

E) people orientation

3) Trends Inc. is an apparel company. To keep up with the latest changes in the fashion industry, the company has to come up with innovative designs and follow strict time lines. The culture of the company values aggressiveness, innovation, and risk taking. The members of the organization accept these cultural values. They know exactly what is expected of them and these expectations go a long way in shaping their behavior. In addition to this, the culture of the marketing department is outcome oriented, and the finance department emphasizes attention to detail. The organizational culture of Trends Inc. values aggressiveness, innovation, and risk taking. These characteristics express its \_\_\_\_\_\_\_\_.

A) autocratic culture

B) subculture

C) highly formalized culture

D) reflective culture

E) dominant culture

4) Trends Inc. is an apparel company. To keep up with the latest changes in the fashion industry, the company has to come up with innovative designs and follow strict time lines. The culture of the company values aggressiveness, innovation, and risk taking. The members of the organization accept these cultural values. They know exactly what is expected of them and these expectations go a long way in shaping their behavior. In addition to this, the culture of the marketing department is outcome oriented, and the finance department emphasizes attention to detail. Aggressiveness, innovation, and risk taking are the \_\_\_\_\_\_\_\_ of the culture of Trends Inc.

A) foundational values

B) institutional traits

C) core values

D) significant traits

E) unique values

5) In addition to the organizational culture, the finance department emphasizes attention to detail. In this example, attention to detail is a part of the \_\_\_\_\_\_\_\_ of the organization.

A) core values

B) significant traits

C) dominant culture

D) foundational values

E) subculture

6) Trends Inc. is an apparel company. To keep up with the latest changes in the fashion industry, the company has to come up with innovative designs and follow strict time lines. The culture of the company values aggressiveness, innovation, and risk taking. The members of the organization accept these cultural values. They know exactly what is expected of them and these expectations go a long way in shaping their behavior. In addition to this, the culture of the marketing department is outcome oriented, and the finance department emphasizes attention to detail. Based on the information in the example, we can say that Trends Inc. \_\_\_\_\_\_\_\_.

A) is a highly centralized organization

B) is a virtual organization

C) has a strong culture

D) is a highly formalized organization

E) is a matrix organization

7) A strong culture should reduce employee turnover because it results in \_\_\_\_\_\_\_\_.

A) a highly centralized organization

B) narrow spans of control

C) cohesiveness and organizational commitment

D) a highly formalized organization

E) an outcome-oriented organization

**Chapter 17: HR Policies and Practices**

1) Which of the following is most likely to be an initial selection device?

A) technical interview

B) drug test

C) written test

D) background check

E) work sample test

3) Which of the following is most likely to be used for preliminary "rough cuts" to decide whether an applicant meets the basic qualifications for a job?

A) drug test

B) application form

C) HR interview

D) written test

E) technical interview

3) Charlie Woods started working for E-Z Freeze, a major frozen food company, as a college intern. Most recently, Charlie had held the position of VP Marketing. Now however, as a result of a change in corporate leadership, Charlie finds himself unemployed for the first time in decades. Looking for a new job has been an eye-opening experience for Charlie. He has been especially frustrated with his lack of success in getting even a call back for the applications he has completed online. Which of the following *best* describes why Charlie may not be getting the initial feedback he thinks he should be receiving?

A) His online applications don't have the right keywords.

B) His background checks have been negative.

C) He is unwilling to relocate.

D) He lacks cross-company experience.

E) He lacks cultural diversity.

4) Which of the following is a form of background check?

A) aptitude test

B) offer letter

C) letters of recommendation

D) application form

E) work-sample test

5) Stefan is looking for a job. Today he went to the Web site of Qriosity Inc., where he filled out an online application and attached a copy of his resume. In which part of the selection process is Stefan?

A) physical selection

B) job offer

C) initial selection

D) contingent selection

E) substantive selection

6) Define initial selection and identify the devices used during the initial selection stage.

Answer:

7) During a selection process, the \_\_\_\_\_\_\_\_ selection stage immediately follows the initial selection stage.

A) cognitive

B) associative

C) analytic

D) behavioral

E) substantive

8) Between the late 1960s and the mid-1980s, the use of written tests declined because they were characterized as \_\_\_\_\_\_\_\_.

A) unprofessional

B) discriminatory

C) unreliable

D) invalid

E) mathematically flawed

**Chapter 18: Organizational Change and Stress Management**

1) Which of the following resistance to change is implicit?

A) strike

B) increased error

C) resignation

D) complaint

E) work slowdown

2) Which of the following resistances to change is overt and immediate?

A) loss of loyalty

B) increased absenteeism

C) loss of motivation

D) increased error

E) complaint

3) Which of the following is an example of a source of individual resistance?

A) limited focus of change

B) product orientation

C) fear of the unknown

D) structural inertia

E) employee orientation

4) Which of the following is an example of an individual source of resistance to change?

A) structural inertia

B) selective information processing

C) limited focus of change

D) threat to established power relationships

E) group inertia

5) Which of the following reactions from employees is preferable as a response to change?

A) silence

B) apathy

C) resignation

D) open discussion

E) increase in the use of sick time

6) Selective information processing is a major force for resistance to change. It indicates that \_\_\_\_\_\_\_\_.

A) changes in organizational patterns may threaten the expertise of specialized groups so these groups tend to resist change

B) individuals hear what they want to hear and they ignore information that challenges the world they've created

C) limited changes in subsystems tend to be nullified by the larger system

D) groups in the organization that control sizable resources often resist change

E) even if individuals want to change their behavior, group norms may act as a constraint

7) After restructuring, your division has had trouble filling the open positions with appropriate candidates. The selection processes used by human resources have not yet adjusted to the new criteria required for the restructured job positions. This problem is an example of which kind of resistance to change?

A) structural inertia

B) limited focus of change

C) group inertia

D) threat to expertise

E) threat to established power relationships

8) Which one of the following is not listed as a tactic for dealing with resistance to change?

A) acceleration

B) manipulation

C) participation

D) cooptation

E) communication

9) Which of the following is an example of an organizational source of resistance to change?

A) limited focus of change

B) security

C) fear of the unknown

D) selective information processing

E) economic factors