**Introduction to Management**

**HW 3**

**Change and Planning**

Following are 20 questions: each worth five points.

**Chapter 7 Managing Change and Innovation**

1) Organizational change can best be defined as \_\_\_\_\_\_\_\_.

A) rethinking the organization's target markets

B) innovation that affects employees and customers

C) a "cleaning house" of the top executives

D) any alteration of people, structure, or technology.

2) Alison has an idea for improving the efficiency of her work area. When she approached her supervisor, she was asked to shepherd the idea through the approval, implementation, and evaluations processes. Alison has become a \_\_\_\_\_\_\_\_.

A) supervisor

B) change agent

C) group leader

D) job coach

3) In organizations, people who act as catalysts and assume the responsibility for managing the change process are called \_\_\_\_\_\_\_\_.

A) change masters

B) change agents

C) change champions

D) change generators

4) Outside consultants are more likely to initiate \_\_\_\_\_\_\_\_ organizational changes than insiders are.

A) drastic

B) mild

C) acceptable

D) trivial

5) Organizations need change because \_\_\_\_\_\_\_\_.

A) the future is unpredictable

B) the environment is stable

C) external and internal factors create the forces for change

D) employees get bored with the status quo

6) The Sarbanes-Oxley Act is an example of which of the following forces of change?

A) internal change

B) technological change

C) external change

D) organizational strategy change

7) The technology change in the manufacturing process of New Ideas, Inc.'s products to make the process more efficient is the result of a competitor lowering its price. Therefore, it was a(n) \_\_\_\_\_\_\_\_.

A) external force of change

B) internal force of change

C) marketplace force of change

D) economic force of change

8) First he was all about innovation. Next it was efficiency. Now Snyder's strategy is customer responsiveness. These changes in strategy are indicative of \_\_\_\_\_\_\_\_.

A) external force of change

B) internal force of change

C) marketplace force of change

D) economic force of change

**Chapter 8 Planning Work Activities**

1) \_\_\_\_\_\_\_\_ involves defining the organization's goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate work activities.

A) Execution

B) Logistics

C) Planning

D) Operations

2) The effect of planning on managers is that it forces them to \_\_\_\_\_\_\_\_.

A) generate higher profits

B) anticipate and respond to change

C) eliminate uncertainty

D) work at cross purposes

3) Which one of the following is among the reasons why managers should plan?

A) When work activities are coordinated around plans, inefficiencies become obvious.

B) Uncertainty can be eliminated and the organization can be insulated from change with planning.

C) Planning eliminates the need to set goals.

D) Planning eliminates the need to measure work effort.

4) Which one of the following is true of the impact of formal planning on organizational performance?

A) Formal planning is associated with positive financial results.

B) Organizations that formally plan invariably outperform those that don't plan.

C) The amount of planning done is more important to high performance than the quality of planning and implementation.

D) Companies can start seeing the impact of formal planning on performance about a year after starting the planning process.

5) When formal planning fails to lead to higher performance, which one of the following is most likely to be the reason for the failure?

A) A participative style of planning was used.

B) Managers were allowed too much autonomy.

C) The company emphasized the control function over other functions.

D) External forces constrain managers' options.

6) Goals are different from plans because \_\_\_\_\_\_\_\_.

A) goals identify specific steps that the organization needs to achieve, and plans identify the overall mission of the organization

B) goals describe financial objectives, and plans describe objectives related to social responsibility

C) goals are important only for small companies, and plans are important only for large companies

D) goals are desired outcomes, and plans describe how those outcomes will be accomplished

**Chapter 9 Managing Strategy**

1) The CEO is meeting with his top managers to determine how best to compete successfully in the company's market. This group is developing the company's \_\_\_\_\_\_\_\_.

A) strategy

B) competitive advantage

C) strengths and weaknesses

D) opportunities and threats

2) The top managers of the corporation are meeting to discuss how they will compete in their chosen markets and how they will attract and satisfy customers. These managers are discussing \_\_\_\_\_\_\_\_.

A) the business model

B) strategy

C) their competitive advantage

D) core competencies

3) A \_\_\_\_\_\_\_\_ describes the rationale of how a company is going to make money.

A) mission statement

B) business model

C) SWOT analysis

D) core competency

4) The CEO and his top managers have asked themselves two important questions: a. do customers value what the company is providing; and b. can the company make money doing that? This group is developing a \_\_\_\_\_\_\_\_.

A) strategy

B) competitive advantage

C) business model

D) BCG matrix

5) The main reason strategic management is important is \_\_\_\_\_\_\_\_.

A) it allows an organization to anticipate economic recessions

B) it can make a difference in how well an organization performs

C) it reduces uncertainty

D) it simplifies the environment

6) Managers perform an external analysis so that they know about \_\_\_\_\_\_\_\_.

A) the firm's basic beliefs and ethical priorities

B) what the competition is doing

C) what vendors want

D) their organization's core competencies