

True and False:

1. The only reasons that contribute to the underutilization of female talent in the Gulf Cooperation Council (GCC) are lack of motivation and the low secondary education enrollment rate of women compared to men.
True/False
2. Diversity in the workplace is important, but it is not crucial for companies to include diversity approaches in their human resource strategic planning.
True/False
3. Equitable Talent Development criteria of diversity management assess the following factors: employee resource groups, mentoring, philanthropy, movement and fairness.
True/False
4. Inclusion and diversity strategy of any company would positively affect the level of sales and overall performance.
True/False
5. Ethical behavior is based upon adherence to a “law,” and is thus difficult to characterize.
True/False
6. Small-batch technology, as proposed by Joan Woodward, is characteristic of an organization producing relatively small quantities of product, often custom-made.
True/False
7. Bureaucratic management methods, as concluded by Joan Woodward, would be appropriate in the continuous process technology company only.
True/False
8. Technology transfer process is becoming a part of the global strategic planning process of corporations and thus needs not to consider cultural dimension.
True/False
9. Cultural factors influence project success merely in the transfer process’ formulation phase of the overall strategic planning process.
True/False
10. Small companies fail because of a shortage of good judgment and understanding at the low managerial level.
True/False
11. Entrepreneurs may be found in businesses of any size.
True/False
12. Individual managers generally have more impact on larger organizations than on smaller ones.

True/False

13. Strategy implementation is much more time consuming than strategy formulation.

True/False

14. A study of small businesses by Karger and Blumenthal suggests that businesses of all sizes experience same level of implementation problems.

True/False

15. Intrapreneurship, a social invention, is a strategy that fosters innovation and independent thinking especially in activities.

True/False

16. Strategic management process is used effectively only in profit oriented organizations.

True/False

17. Compared to for-profit firms, nonprofit and public organizations often function as a monopoly.

True/False

18. A firm's strategy is essentially the way it goes about seeking to compete successfully.

True/False

19. A diverse group is by nature less flexible and unlikely to get stuck in old assumptions.

True/False

20. Corporate Social Responsiveness is proactivity or at least acting in response for the organizations to societal demands and issues.

True/False

21. Benchmarking is the organization's transformation process through which the inputs (raw materials) are turned into outputs (product or service).

True/False

22. Mass production technology is characterized by the use of assembly lines (or something similar), and relatively standardized parts, leading to large production volumes, especially that the process does not cease.

True/False

23. Society is the collection of individuals living together in a particular geographical area.

True/False

24. The discretionary responsibility of an organization includes compliance with various laws regulating on how business may be carried out.

True/False

25. Traditionally, an organization's primary goal is to maximize the customer demand.

True/False

Multiple Choice Questions:

1. Which of the following is not among the four key areas of diversity management as proposed by Diversity Inc.?
 - a. Talent pipeline
 - b. Equitable Talent Development
 - c. CEO/Leadership Commitment
 - d. **Customer Diversity**
2. _____ is the recognition and consideration of the impact of the corporation's activities on its stakeholders and the society in general.
 - a. **Corporate Social Responsibility**
 - b. Ethics
 - c. Diversity
 - d. Code of conduct
3. _____ is proactivity or at least act in response of the organizations to societal demands and issues.
 - a. Corporate Social Responsibility
 - b. Ethics
 - c. **Corporate Social Responsiveness**
 - d. Code of conduct
4. Total social responsibility covers the following aspects:
 - a. Economic responsibility, shareholder responsibility, stakeholder responsibility, and legal responsibilities
 - b. Environment responsibility, social responsibility, monetary responsibility, and economic responsibilities
 - c. **Economic responsibility, legal responsibility, ethical responsibility, and discretionary responsibilities**
 - d. Economic responsibility, Environment responsibility, social responsibility, and stakeholder responsibilities
5. _____ is the responsibility to be an economic entity and produce its goods and services for a profit.
 - a. **Economic responsibility**
 - b. Legal responsibility
 - c. Ethical responsibility
 - d. Discretionary responsibilities
6. Ethical Responsibility is:
 - a. The responsibility to be an economic entity and produce its goods and services for a profit
 - b. Compliance with various laws regulating how business may be carried out
 - c. **Areas where society expects certain performance but has not yet articulated them in the form of laws**

- d. Voluntary actions by business which are neither regulated by law nor necessarily expected by society
7. _____ is defined as the code of moral principles that set standards of good and bad or right and wrong in one's behavior.
- a. Corporate Social Responsibility
 - b. **Ethics**
 - c. Diversity Management
 - d. Code of Conduct
8. The benefits of having a diverse workforce is all except:
- a. Boosting marketing efforts
 - b. Improving operations
 - c. **Increased employee turnover**
 - d. Driving innovation
9. _____ is a situation where managers privately uphold ethical principles, while denying or ignoring their relevance in a business context.
- a. Wall Street ethics
 - b. Ethical dilemma
 - c. Environmental issues
 - d. **Moral schizophrenia**
10. Organizations that are attempting to act in a responsive manner, produces periodicals such as _____ to follow voluntary manufacturer recalls of various products and to consider social media as a tool to reach to customers' reviews and complaints.
- a. Annual Reports
 - b. **Consumer Reports**
 - c. Complaints Reports
 - d. Ethical Reports
11. Intervention strategies that an individual can follow to change unethical behavior, as suggested by Richard Nielson, includes all except:
- a. Secretly blowing the whistle within the organization
 - b. Publicly threatening a responsible manager with blowing the whistle
 - c. **Supporting the unethical behaviour and involving in conspiracy**
 - d. Publicly blowing the whistle outside the organization
12. An organization's attempts to measure its own performance against that of the most successful competitors in its industry is called:
- a. Competitive advantage
 - b. Talent pipeline
 - c. **Benchmarking**
 - d. Intrapreneurship
13. The technological processes suggested by Joan Woodward are:

- a. Simple-batch technology, Large-batch technology, and continuous process technology
 - b. Small-batch technology, mass-production technology, and continuous process technology
 - c. Small-batch technology and continuous process technology
 - d. Simple-batch technology, mass-production technology and continuous process technology
14. _____ type/s of process/es is/are characterized by the use of assembly lines and relatively standardized parts, leading to large production volumes.
- a. Small-batch technology
 - b. Mass-production technology
 - c. Continuous process technology
 - d. Mass-production technology and continuous process technology
15. Ford Motors and Um Said Refinery are respective examples of:
- a. Mass-production technology and Small-batch technology
 - b. Both are continuous process technology
 - c. Continuous process technology and Small-batch technology
 - d. Mass-production technology and Continuous process technology
16. _____ is/are characterized by the use of assembly lines (or something similar), and relatively standardized parts, leading to large production volumes; however, the process does not cease.
- a. Small-batch technology
 - b. Mass-production technology
 - c. Continuous process technology
 - d. Mass-production technology and continuous process technology
17. By _____ non-core business activities, organizations will be able to lower the supply chain costs and simultaneously will be able to focus more on their core competencies.
- a. Diversifying
 - b. Outsourcing
 - c. Innovating
 - d. Increasing
18. The biggest cause for small business failure is:
- a. Lack of finance
 - b. Economic recession/depression
 - c. Managerial incompetence
 - d. Lack of customer
19. _____ believe that they have an idea for a product or service that will solve someone's problems, as well as be needed and desired in the marketplace.
- a. CEO/CFO
 - b. Entrepreneurs

- c. Top management
 - d. Shareholders
20. Successful entrepreneurs have to yield a number of traits; they include all except:
- a. Innovation
 - b. Risk averse
 - c. Hard work
 - d. Self-confidence
21. The strategies which are chosen for a small business are influenced by the entrepreneur's personality, management style, and his/her perceptions of the:
- a. Opportunities and threats present in the internal environment
 - b. Strengths and threats present in the external environment
 - c. Opportunities and threats present in the external environment
 - d. Strengths and weaknesses present in the external environment
22. _____ is found in large, complex companies where the employees/entrepreneurs are given the freedom and incentive to do their best in small groups.
- a. Diversity
 - b. Intrapreneurship
 - c. Entrepreneurship
 - d. Strategic groups
23. The use of strategic management process in countless nonprofit and governmental organizations includes all except:
- a. Microsoft Corporation
 - b. Wikimedia Foundation
 - c. Islamic Relief International
 - d. Red Cross
24. _____ involves the critical decisions a firm makes about how to match its resources and strengths with its environment to create an advantage over its competitors.
- a. Goals
 - b. Strategy
 - c. Mission statement
 - d. Vision
25. GATT is:
- a. General Agreement on Tariffs and Trade
 - b. General Agreement on Tax and Tariffs
 - c. General Arrangement on Tariffs and Trade
 - d. General Arrangement on Tax and Tariffs

Critical Thinking Essay Questions:

1. Explain how diversity in the workforce affects the performance of an organization. Support your answer with real examples.
2. What should be the counter argument to Milton Friedman's understanding of social concerns? Do you agree? Justify your response.
3. Is it sufficient for a business to focus only on generating maximum profits in the current competitive environment? Why? Why not?
4. Discuss how companies effectively exercise corporate social responsiveness using real examples.
5. How do organizations try to bridge the gap between moral schizophrenia and ethics in business context? In your opinion, are they effective?
6. Define the term benchmarking. Explain the advantages and disadvantages of putting this concept in practice.
7. In your opinion, how can technology serve as a strategic weapon to give organizations competitive advantage?
8. Discuss this quotation by Harris and Moran: "the technology transfer is best accomplished when it fosters cultural synergy for all parties."
9. How can strategic planning affect the success or failure of small businesses? Support your answer with real examples.
10. Mintzberg suggests that "individual managers generally have more impact on small organizations than on larger ones." What is the rationale in terms of intuition and strategic planning process?
11. How do small businesses usually have competitive advantage over large ones in terms of the implementation of strategic plans?