

NB: Due to its introductory nature, this quiz covers both Chapters 1 and 2.

1. Of the following structural dimensions, which one would include the organization's job descriptions, its human resource policies, and the internal regulations established for the firm?

- a. Hierarchy of authority
- b. Professionalism
- c. Centralization
- d. Formalization
- e. Specialization

Correct answer: D

Rejoinder: Formalization refers to the written documentation in the organization. This documentation includes procedures, job descriptions, regulations, and policy manuals.

2. Organization A has decided it will place 70% of its workforce in production, 10% in managerial capacities, and 20% in various administrative positions. It has determined 42.67% of its budget will be devoted to providing what is necessary for its employees to assist the company in achieving the desired end result of operations. Which contextual dimension of Organization A is this describing?

- a. Environment
- b. Organizational strategy
- c. Organizational size
- d. Organizational goals
- e. Personnel ratios

Correct answer: B

Rejoinder: Organizational strategy is the plan of action that describes resource allocation and activities for dealing with the environment and for reaching the organization's goals.

3. Of the following, which one is least likely to represent a challenge organizations may face today?

- a. Sallie-Anne's is a business that offers hand-crocheted blankets and bed throws. This is the only such business in Bromsgrove, England and Sallie-Anne is content with the size and style of her operation. Sallie-Anne and her sister are the only employees and have no desire to expand the business into neighbouring areas.
- b. Jim's brake and muffler business is located in Barnsley. His business faces tremendous competition from foreign companies that manufacture the same type of products he offers to customers.
- c. Charlotte's business provides a highly effective heart monitoring device to its customers. Her operation is one of twelve located within the UK. This level of competition requires Charlotte to pay close attention to her external environment in order to remain profitable.

- d. The Home Loan Store of Brighton maintains impeccable records on each of its customers and provides training to potential customers on the process of purchasing a new home. It prides itself on ensuring that customers are well-informed of its business practices before they sign the mortgage contract.
- e. SJM Enterprises has a diverse, multi-ethnic workforce stemming from a range cultures and backgrounds.

Correct answer: A

Rejoinder: Sallie-Anne's business is least likely to represent a challenge which organizations may face today.

4. The Scents Place is a well-organized, highly productive business that manufactures a variety of perfumes sold within Africa. Its employees are dedicated to providing superior customer service and respecting each other and the organization. Each work day employees report on time and are professionally dressed even though there is no dress code in place at the business. The workers are very pleased by the benefit package provided by the company and constantly discuss how well their employers take care of them. The company, in turn, is very pleased by the dedication, ethical behaviours, and efficiency of its workers. This is a description of the _____ of The Scents Place.

- a. professional bureaucracy
- b. organizational strategy
- c. culture
- d. organizational culture
- e. external environment

Correct answer: D

Rejoinder: An organizational culture is the underlying set of key values, beliefs, understandings, and norms shared by employees. These underlying values and norms may pertain to ethical behaviour, commitment to employees, efficiency, or customer service, and provide the glue to hold organizational members together.

5. At Organization B it takes 300 employees working 40-hour workweeks, a €2 million budget per year, 1 ton of raw materials per month, and 150 suppliers to ensure the organization reaches its desired level of output. This is describing the _____ of the organization.

- a. adhocracy
- b. organizational goals
- c. culture
- d. efficiency
- e. effectiveness

Correct answer: D

Rejoinder: Efficiency refers to the amount of resources used to achieve organizational goals. It is based on the quantity of raw materials, money, and employees necessary to produce at a given level of output.

6. When an organization willingly adopts different organizational activities, practices, and methods in order to better satisfy the various individuals who have an interest in it, it could be stated the organization is using a(n) _____.

- a. professional bureaucracy approach
- b. scientific management approach
- c. entrepreneurial structure
- d. structural dimension
- e. stakeholder approach

Correct answer: E

Rejoinder: A stakeholder approach integrates diverse organizational activities by looking at various stakeholders and what they want from the organization.

7. _____ is/are attributed with being a strong contributor to the development of bureaucratic organizations.

- a. The Hawthorne Studies
- b. The meso theory
- c. Organizational culture
- d. The chaos theory
- e. Administrative principles

Correct answer: E

Rejoinder: Administrative principles in particular contributed to the development of bureaucratic organizations, which emphasized designing and managing organizations on an impersonal, rational basis through such elements as clearly defined authority and responsibility.

8. According to the ideas proposed by Henry Mintzberg, in which part of an organization would workers who produce the product fit?

- a. Professional bureaucracy
- b. Technical core
- c. Top management
- d. Middle management
- e. Technical support

Correct answer: B

Rejoinder: The technical core includes people who do the basic work of the organization. This part actually produces the product and service outputs of the organization.

9. Brenda Oshogbo works at S&S Operations. She heads that company's human resource department and is primarily responsible for establishing employee compensation and benefit programs. Brenda would most likely be considered to be in which one of the following parts of the organization?

- a. Technical support
- b. Technical core

- c. Top management
- d. Professional bureaucracy
- e. Administrative support

Correct answer: E

Rejoinder: The administrative support function is responsible for the smooth operation and upkeep of the organization, including its physical and human elements.

10. Which of the following is best described as being a micro examination of an organization that focuses on the people inside the organization and examines concepts such as motivation, personality, and leadership style?

- a. Stakeholder approach
- b. Needs theory
- c. Meso theory
- d. Adhocracy
- e. Organizational behaviour

Correct answer: E

Rejoinder: Organizational behaviour examines concepts such as motivation, leadership style, and personality. It is concerned with the cognitive and emotional differences among people within the organization and is the micro approach to organizations.

11. The organizations are important to society because of all of these except:

- a. They produce goods and services efficiently.
- b. They use modern manufacturing and information technologies.
- c. They facilitate innovation.
- d. They create value for government.
- e. They bring together resources to achieve desired goals.

Correct answer: d

Rejoinder: Organizations are important to you and to society for seven reasons. One of which is create value for owners, customers, and employees not simply government.

12. Which of the following is not a structural dimension of organizations?

- a. All of these are structural dimensions of organization.
- b. Hierarchy of authority
- c. Environment
- d. Centralization
- e. Formalization

Correct answer: C

Rejoinder: Structural dimensions of organizations are formalization, specialization, hierarchy of authority, and centralization.

13. Of the following structural dimensions, which one is sometimes referred to as division of labour?

- a. Hierarchy of authority
- b. Professionalism
- c. Centralization
- d. Formalization
- e. Specialization

Correct answer: E

Rejoinder: Specialization sometimes is referred to as division of labour.