

MGT504 - SOLVED Quiz # 3
Attempted and collected By VU_MSBA POINEERS GROUP
SOLVED by KHURRAM SAEED

Q1: Which types of changes are compared in the dual – core approach?

Administrative changes only

Technical changes only

Both administrative and technical changes

None of the above

Design and structure of the organization itself, including restructuring, downsizing, teams control systems, information system's and departmental grouping. Page 109

Q2: A lack of clarity about what will happen in the future is known as

Temporal

Predisposition

Uncertainty

Negation

Q3: Which of the following factors may be very important for the implementation of TQM approach in the organization?

Training of employees for quality enhancement

Empowerment of employees for quality enhancement

Trust on employees for quality enhancement

All of the given options

Companies train their workers and then trust them to infuse quality into everything they do. The results of TQM programs can be staggering. Page 101

Q4: Which of the following is not a part of process of ecology change?

Orientation

Retention

Selection

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Variation

Population ecology model (variation, selection and retention) page 165

Q5: The best way to understand the external environment with reference to an individual organization is to understand which one of the following factors,

Analysis of its domain within external sectors

Analyzing of its past success in its marketing effort

Analyzing of its competitive advantage

Analyzing of its financial returns in the recent years

The environment of an organization can be understood by analyzing its domain within external sectors. Page 36

Q6: Which one of the following statements represents the meaning of incremental change?

A change process that takes place slowly and step by step

A change takes that take place at once

A change that never takes place

None of the given options

Q7: With the emergence of modern management principles, boundaries among departments and organizations are becoming

Flexible

Complex

Inflexible

Unmanageable

Henri Fayol proposed fourteen principles of management, such as “each subordinate receives orders from only one superior” (unity of command) and “similar activities in an organization should be grouped together under one manager” (unity of direction). These principles formed the foundation for modern management practice and organization design. Page 3

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Q8: Which one of the following is simple and stable where organizations can have few departments and mechanistic structure?

Low - moderate uncertainty environment

High - moderate uncertainty environment

Low uncertainty environment

High uncertainty environment

The low uncertainty environment is simple and stable. Organizations in this environment have few departments and a mechanistic structure. In a low – moderate uncertainty environment, more departments are needed along with more integrating roles to coordinate the departments. Page 41

Q9: Which one of the following is the right definition of the word “innovation in business”?

The use of a new idea in business in a creative manner

The use of an idea which has been already used in the market

The use of old ideas for reviving in the current market

Persistence with current business ideas in the current market

Q10: Which of the following is not a structural dimension?

Centralization

Professionalism

Hierarchy of authority

An organization's culture

Q11: Boundary – spanning roles link and coordinate an organization with key elements in which one of the following.

External environment

Internal environment

Consumers

Competitors

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Boundary – spanning roles link and coordinate an organization with key elements in the external environment. Boundary spanning is primarily concerned with the exchange of information to (1) detect and bring into the organization information about changes in the environment and (2) send information into the environment that presents the organization in a favorable light. Page 38

Q12: The warning of ministry of health on a pack of cigarettes about its harmful effects is an example of which one of the following ethical issues category?

Conflict of interest

Business relations

Communications

None of the above

http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&ved=0CDIQFjAA&url=http%3A%2F%2Fwww.pageout.net%2Fuser%2Fwww%2Fp%2Ffe%2Fpeterlou%2Fchap002.rtf&ei=X6j-UNTdBaG60QXK_4GQDQ&usg=AFQjCNEuAITAWJ4PU1P_NIJ1ZZ6CXr8a-A&bvm=bv.41248874,d.d2k

28. (p. 47) The Surgeon General's warning on cigarette packages about the health implications of smoking is an example of which of the following ethical issues?

A. Conflict of interest

B. Fairness and honesty

C. Communications

D. Relationships within a business

E. Environmental issues

Q13: In which type of the following businesses, the customer is most likely to have the shortest response time on his complaints?

Service organizations

Manufacturing organizations

Q14: Which studies proved a mile stone in the history modern management?

Michigan studies

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GE studies

Hawthorne studies

IOWA studies

Q15: Who proposed scientific management?

Adam Smith

Jean Woodwards

F W Taylor

Henri Fayol

Scientific Management: Pioneered by Frederick Winslow Taylor, page 3

Q16: At which stage of organization life cycle development, large number of employees cause problems and need for effective leadership remains high in the organization?

Entrepreneurial stage

Collectivity stage

Formalization stage

None of the above

Entrepreneurial stage.

Crisis: Need for leadership as the organization starts to grow, the larger number of employees causes problems.
Page 83

Q17: One of the most significant changes in the external environment of today's business world is

Increase in investment

Globalization

Bureaucratic structure

Ethics

One of the most significant changes in the external environment today is globalization. Page 9

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Q18: Which one of the following was identified as the most efficient organizing system by Max Weber?

Bureaucracy

Democracy

Autocracy

None of the above

The systematic study for bureaucracy was launched by Max Weber, a sociologist who studied government organizations in Europe and developed a frame work of administrative characteristics that that would make large organizations rational and efficient. Page 86

Q19: According the population Ecology view, which factor determines about the survival and failure of organizations?

Changing environment

Stable environment

Low uncertainty environment

Low – moderate uncertainty environment

According to the population ecology view, when looking at an organizational population as a whole, the changing environment determines which organizations survive or fail. The assumption is that individual organizations suffer from structural inertia and find it difficult to adapt to environmental changes. Page 45

Q20: What level of employees' participation is required in a network structured organization?

Lesser employee participation

Same as in other organizational structures

Greater employee participation

No employee participation is required

More self –directed teams or dynamic network structures that can bring together the best combination of people and resources to remain competitive. In general, the trend is away from vertical structures that

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create distance between managers and workers towards horizontal structures focused on core work processes. A related shift is concern for giving employees more responsibility and authority for decision making, and a stronger interest in corporate values and culture. Page 159

Question # 1 of 20

Which one of the following describes that organizations should try to adapt to the changes in their external environment?

Contingency theory

Scientific Management theory

Theory X

Theory Y

Contingency means that one thing depends on other things, and for organizations to be effective, there must be a “goodness of fit” between their structure and the conditions in their external environment. Page 4

Question # 2 of 20

Globalization means which one of the following,

Reduction of international trade and communication barriers

Increase of international trade and communication barriers

Increase of international trade because of WTO

Increase of international trade because of IMF

The failure to start a new round of multilateral trade negotiations at the WTO conference in Seattle in 1999 was a setback for the international trading system.

The IMF considers a successful trade round to be an important step toward meeting the goal of making globalization work for the benefit of all.

<http://www.imf.org/external/np/exr/ib/2001/110801.htm>

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Question # 3 of 20

Which approach infuses quality values throughout every activity within a company?

TQM Approach

Change Management Approach

MBO Approach

Culture adaptation approach

The approach known as total quality management infuses quality values throughout every activity within a company. Page 101

Question # 4 of 20

What is the effectiveness criterion for Creditors?

Financial return

Worker satisfaction

Quality of goods and services

Creditworthiness

Stakeholder Effectiveness Criteria

- | | |
|---------------|---------------------------------------|
| 1. Owners | Financial return |
| 2. Employees | Worker satisfaction, pay, supervision |
| 3. Customers | Quality of goods and services |
| 4. Creditors | Creditworthiness |
| 5. Community | Contribution to community affairs |
| 6. Suppliers | Satisfactory transactions |
| 7. Government | Obedience to laws, regulations |

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Question # 5 of 20

Which one of the following requires the use of standardized methods of work processing and finding one best way for doing a job?

Scientific management

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Time and motion studies

Administration principles

Hawthorne studies

To use this approach, managers develop precise, standard procedures for doing each job, page 3

Question # 6 of 20

EDI stands for;

Extreme decorticating interrogation

External devolution integration

Executive demolition interception

Electronic data interchange

Many organizations have long used one specific type of inter organizational linkage, called electronic data interchange (EDI), which ties businesses with suppliers. Page 71

Question # 7 of 20

What type of organizational culture has a primary focus on the involvement and participation of the organization's members and on rapidly changing expectations from the external environment?

The Clan Culture

The Mission Culture

The Adaptability Culture

The Bureaucratic Culture

The clan culture has a primary focus on the involvement and participation of the organization's members and on rapidly changing expectations, from the external environment. This culture is similar to the clan form of control. Page 91

Question # 8 of 20

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The responsibility of which core includes the transformation of raw materials into organizational products and services and involves the environmental sectors of customers and technology?

Administrative core

Technical core

None of the above

Both of the above

Technical core is concerned with the transformation of raw materials into organizational products and services and involves the environmental sectors of customers and technology. Page 109

Question # 9 of 20

An OD consultant working in a large industrial organization has found that multiple product divisions need to have flexible use of skilled human resource among different product divisions for saving overall cost. Which one of the following structural designs he should recommend for this organization?

Geographic structure

Matrix structure

Divisional structure

Functional structure

The divisional structures promote flexibility and change because each unit is smaller and can adapt to needs of its environment. Moreover, the divisional structures decentralize decision making, because the lines of authority converge at a lower level in the hierarchy. Page 29

Question # 10 of 20

Which one of the following organizational structures was preferred by chairman of Microsoft Mr. Bill Gates when he changed the company structure and created eight new divisions to give his managers unprecedented authority to run things as they feel best?

Divisional structure

Geographic structure

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Matrix structure

Functional structure

The divisional structure typically works best in organizations that have multiple products or service and enough personnel to staff separate functional units. At corporations like Johnson & Johnson, PepsiCo, and now Microsoft, decision making is pushed down to the lowest levels. Each division is small enough to be quick on its feet, responding rapidly to changes in the market. Page 29

Question # 11 of 20

Which one of the following IT applications supports in decision making at the highest management level?

Decision support systems (DSS)

Transaction Processing Systems (TPS)

Executive information system (EIS)

Management Information Systems (MIS)

An executive information system (EIS) is a higher – level application that facilitates decision making at the highest levels of management. These systems are typically based on software that can convert large amount of complex data into pertinent information and provide that information to top managers in a timely fashion. Page 68

Question # 12 of 20

Imran is a general manager in a restaurant. According to the nature of the business, which one of the following is the most important resource of his organization?

Capital

Inventory

Human resource

Building

Question # 13 of 20

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In which one of the following types of cultures, personal involvement of all the organizational members remains somewhat lower as compared to other types of cultures and centralization remains high?

The Clan Culture

The Mission Culture

The Adaptability Culture

The Bureaucratic Culture

Personal involvement is somewhat lower here, but that is out weighed by a high level of consistency, conformity, and collaboration among members. This organization succeeds by being highly integrated and efficient. Page 91

Question # 14 of 20

Which one of the following is right for those actions which are perceived unethical by the society?

Always illegal

Not necessarily illegal

Socially responsible

None of the above

Employees lying to supervisor or coworkers, falsifying reports or records, or abusing drugs or alcohol while on the job. Many people believe that if you are not breaking the law, then you are behaving in an ethical page 95

Question # 15 of 20

Which one of the following is the most common type of organizational structures in the small and medium size companies?

Geographic structure

Functional structure

Matrix structure

Horizontal structure

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The most common structure found within organizations, functional structure consists of units or departmental groups identified by specialty, such as engineering, development, marketing, finance, sales or human resources that are controlled from the top level of management.

http://www.ehow.com/about_6134117_functional-structure-organization.html

Question # 16 of 20

Which of the following is not a contextual dimension?

Organizational technology

An organization's culture

The organization's goals and strategy

Personnel ratios

Contextual dimensions, characterize the whole organizations, including its size, technology, environment, and goals. Page 10

Question # 17 of 20

At which stage of organization life cycle development, red tape crisis becomes pertinent in the organization?

Entrepreneurial stage

Collectivity stage

Formalization stage

Elaboration stage

Crisis: Too Much Red Tape, at this point in the organization's development, the proliferation of systems and programs may begin to strangle middle-level executives. Page 83

Question # 18 of 20

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Which one of the following is the set of values, guiding beliefs, understandings, and ways of thinking that is shared by members of an organization and taught to new members as correct.

Norms

Culture

Organizational Behaviour

None of the above

Culture is the set of values, guiding beliefs, understandings, and ways of thinking that is shared by members of an organization and taught to new members as correct. It represents the unwritten, felling part of the organization. Everyone participates in culture, but culture generally goes unnoticed. It is only when organizations try to implement new strategies or programs that go against basic culture norms and values that they come face to face with the power of culture. Page 88

Question # 19 of 20

When a new organization is created then the emphasis at that time primarily remains on creating a new product and surviving in the market place. What is the name of this stage in the organization life cycle development?

Entrepreneurial stage

Collectivity stage

Formalization stage

None of the above

Entrepreneurial Stage: When an organization is born, the emphasis is on creating a product and surviving in the marketplace. Page 83

Question # 20 of 20

Which one of the following structures offers flexibility to the organization in terms of having structural variation and is best suited for the organization in the rapidly changing environment?

Geographic structure

Hybrid structure

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Functional structure

Matrix structure

Hybrid structures tend to be used in rapidly changing environments because they offer the organization greater flexibility. Page 33

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