

Answer the following questions and then press 'Submit' to get your score.

Question 1

In what **order** do managers typically perform the managerial functions?

- ☐ a) organising, planning, controlling, leading
- ☐ b) organising, leading, planning, controlling
- ☒ c) planning, organising, leading, controlling
- ☐ d) planning, organising, controlling, leading

Question 2

Who of the following is the industrial philanthropist?

- ☐ a) Frederick Taylor
- ☒ b) Seebohm Rowntree
- ☐ c) Henry Ford
- ☐ d) Max Weber

Question 3

Which one of the following is **not** one of Drucker's five guiding principles of management?

- ☐ a) Making people's strengths effective and their weaknesses irrelevant.
- ☐ b) Enhancing the ability of people to contribute.
- ☒ c) To operate the organisation's status system.
- ☐ d) Integrating people in a common venture by thinking through, setting and exemplifying the organisational objectives, values and goals.

Question 4

What are the three interpersonal roles of managers?

- ☒ a) Figurehead, leader and liaison
- ☐ b) Spokesperson, leader, coordinator
- ☐ c) Director, coordinator, disseminator

- ☐ d) Communicator, organiser, spokesperson

Question 5

At what level of an organisation does a corporate manager operate?

- ☐ a) Functional
- ☐ b) Operational
- ☐ c) Middle level
- ☒ d) Top level

Question 6

What is the guiding principle behind New Public Management?

- ☐ a) Profit maximisation
- ☒ b) Introducing private sector business principles into the public sector
- ☐ c) Replacing public management with private sector management
- ☐ d) Restructuring public organisations

Question 7

Which one is **not** a recognised key skill of management?

- ☐ a) Conceptual skills
- ☐ b) Human skills
- ☐ c) Technical skills
- ☒ d) Writing skills

Question 8

Which of these is **not** part of the recognised challenges for modern managers?

- ☒ a) Micro-managing the workforce
- ☐ b) Managing communications
- ☐ c) Managing change

- ☐ d) Managing the learning organisation

Question 9

Who of these is the entrepreneur?

- ☐ a) Barack Obama
- ☐ b) James Dyson
- ☐ c) Damien Hirst
- ☐ d) Mo Farah

Question 10

What is a social enterprise concerned with?

- ☒ a) Profit maximisation
- ☐ b) Maximising market share
- ☐ c) Providing public service
- ☐ d) Running a business to create social benefits
-

Question 1

Which 18th century writer produced a famous book called 'The Wealth of Nations'?

- ☐ a) Frederick Taylor
- ☐ b) Henry Mintzberg
- ☐ c) Adam Smith
- ☐ d) Dr Samuel Johnson

Question 2

What characteristic is **not** a key feature of the 'open systems' model of management?

- ☐ a) Morale
- ☐ b) Innovation

- ☐ c) Growth resource
- ☐ d) Adaptation

Question 3

Which one of these characteristics is most commonly associated with the 'rational goal' model of management?

- ☐ a) Worker welfare
- ☐ b) Health and safety
- ☐ c) Interpersonal relationships
- ☐ d) Productivity

Question 4

What is the guiding principle of scientific management?

- ☐ a) Experimentation
- ☐ b) Fluid working relationships
- ☐ c) Freedom of association
- ☐ d) One best way to do a job

Question 5

What is Frank Gilbreth's work most noted for?

- ☐ a) Working conditions
- ☐ b) Time and motion studies
- ☐ c) Work psychology
- ☐ d) Work as a social setting

Question 6

Which one of the following is **not** a characteristic of a bureaucratic organisation?

- ☐ a) Authority

- ☐ b) Regulations
- ☐ c) Command structure
- ☐ d) Change

Question 7

Which writer was concerned with the reaction of workers to key characteristics of bureaucracies?

- ☐ a) Merton
- ☐ b) Weber
- ☐ c) Gouldner
- ☐ d) Mayo

Question 8

Which feature does **not** form one of Fayol's 14 principles of management?

- ☐ a) Esprit de corps
- ☐ b) Initiative
- ☐ c) Order
- ☐ d) Individualism

Question 9

The Hawthorn Studies are most associated with which writer?

- ☐ a) Mary Parker Follett
- ☐ b) Elton Mayo
- ☐ c) Lillian Gilbreth
- ☐ d) Frederick Taylor

Question 10

As what are key factors that reflect the situation of an organisation referred to?

- ☐ a) Administrations
 - ☐ b) Processes
 - ☐ c) Activities
 - ☐ **d) Contingencies**
-

What is another name for contingency planning?

- ☐ a) Synergy planning
- ☐ **b) Ad hoc planning**
- ☐ c) Business level planning
- ☐ d) Scenario planning

Question 2

What is a definition of an objective?

- ☐ a) A defined specified outcome to be achieved in the long-term
- ☐ b) A clear set of goals to be attained given a set number of resources
- ☐ **c) A clearly defined and measurable outcome to be achieved over a specified timeframe**
- ☐ d) A set standard of performance agreed by workers and managers

Question 3

What does the acronym SMART stand for?

- ☐ a) Suitable, measurable, actionable, rewarded and timely
- ☐ b) Specific, measurable, actionable, resourced and timely
- ☐ c) Standardised, measurable, achievable, rewarded, and timely
- ☐ **d) Specific, measurable, achievable, rewarded and timely**

Question 4

Which of the following is **not** a recognised type of plan?

- ☐ a) Business
- ☐ b) Succession
- ☒ c) Ad hoc
- ☐ d) Financial

Question 5

To what time-frame do strategic plans relate?

- ☒ a) Long-term
- ☐ b) Medium-term
- ☐ c) Short-term
- ☐ d) Unspecified time it takes to achieve an aim

Question 6

Which is **not** a recognised form of business continuity planning?

- ☐ a) Contingency planning
- ☐ b) Scenario planning
- ☐ c) Financial planning
- ☒ d) Building planning

Question 7

What is the definition of a scenario in scenario planning?

- ☒ a) An imagined sequence of future events
- ☐ b) An unpredictable event
- ☐ c) A planned for event
- ☐ d) An unplanned for event

Question 8

What is a succession plan?

- ☐ a) Dismissing an employee for a more favourable employee
- ☒ b) A formal process of planning to fill a role that will become vacant
- ☐ c) A vote of no confidence in a board member
- ☐ d) The formal process of acquiring a new staff member

Question 9

'There is no discernible link between planning and performance'. Who is this position held by?

- ☐ a) Michael Porter
- ☐ b) Milton Friedman
- ☐ c) Gary Hamel
- ☒ d) Henry Mintzberg

Question 10

What one of the following is **not** a key management skill in planning?

- ☐ a) Conceptual skills
 - ☐ b) Analytical skills
 - ☒ c) IT and computing skills
 - ☐ d) Communication skills
-

Chapter 4: Multiple choice questions

Instructions

Answer the following questions and then press 'Submit' to get your score.

Question 1

To what does authority refer?

- ☒ a) The ability to organise people

- ☒ **b) The power to command and direct**
- ☐ c) The need for order
- ☐ d) The right to change jobs

Question 2

What one of these is **not** a recognised type of authority?

- ☐ a) Executive
- ☐ b) Functional
- ☐ c) Line management
- ☒ **d) Supplier**

Question 3

From what does a chain of command extend?

- ☐ a) Bottom to top
- ☒ **b) Top to bottom**
- ☐ c) Diagonally
- ☐ d) Laterally

Question 4

What is the optimal span of control?

- ☐ a) 2
- ☐ b) 5
- ☐ c) 7
- ☒ **d) None of the above**

Question 5

Enhancement of job satisfaction and productivity are key characteristics of which theoretical perspective of work design?

- ☐ a) Process improvement
- ☐ b) Techno-structural change model
- ☐ c) Job characteristics model
- ☒ d) Socio-technical systems

Question 6

What one of the following is **not** a characteristic of the job characteristics model?

- ☐ a) Task identity
- ☐ b) Autonomy
- ☒ c) Reward
- ☐ d) Feedback

Question 7

As what is ensuring that one individual does not carry the burden of a whole work task referred to?

- ☒ a) Work specialisation
- ☐ b) Work design
- ☐ c) Work schedule
- ☐ d) Work shift

Question 8

What is a Gantt chart a type of?

- ☐ a) Work flow design
- ☒ b) Work schedule design
- ☐ c) Work rate design

- ☐ d) Work output design

Question 9

How do you call a system that allows workers to work part of the week from home?

- ☐ a) Piece time
- ☐ b) Part-time
- ☐ c) Job sharing
- ☒ d) **Telecommuting**

Question 10

What work arrangement is referred to as Flexitime?

- ☐ a) Workers decide if they want to turn up for work.
- ☐ b) They only work weekends.
- ☐ c) They only work alternate weeks.
- ☒ d) **They choose the start and finish time within set parameters.**

Chapter 5: Multiple choice questions

Instructions

Answer the following questions and then press 'Submit' to get your score.

Question 1

According to the Five Factor model, 'extraversion' as a personality type is characterised by what type of people?

- ☐ a) Good natured
- ☐ b) Calm and self-confident
- ☐ c) Sensitive and curious

- ☒ **d) Assertive and sociable**

Question 2

What does situational theory of leadership emphasise?

- ☐ a) Personality traits
- ☒ **b) Events**
- ☐ c) Environment
- ☐ d) Political situation

Question 3

What do you call a style of leadership that takes account of others' views, opinions and ideas?

- ☐ a) Laissez-faire
- ☐ b) People-oriented
- ☒ **c) Democratic**
- ☐ d) Autocratic

Question 4

How can you describe the thinking and outlook of transformational leaders?

- ☒ **a) Strategic**
- ☐ b) Operational
- ☐ c) Functional
- ☐ d) Developmental

Question 5

According to Lewin, Lippert and White's 1939 experiment, which form of leadership produced the most work from participants?

- ☐ a) Laissez-faire
- ☐ b) Democratic
- ☒ c) **Authoritarian**
- ☐ d) A mix of laissez-faire and democratic

Question 6

What are the two main dimensions of the Ohio Studies into leadership?

- ☐ a) Starting position and end position
- ☐ b) Initial environment and changed environment
- ☐ c) Organisational structure and conditioning
- ☒ d) **Initiating structure and considerations**

Question 7

Who of the following is a leading writer on contingency theory of leadership?

- ☐ a) Rosabeth Kanter
- ☐ b) Joan Woodward
- ☐ c) Rensis Likert
- ☒ d) **Fred Fiedler**

Question 8

Which one of the following political leaders could **not** be termed a 'transformational' leader?

- ☐ a) Margaret Thatcher
- ☐ b) Mikhail Gorbachov
- ☐ c) Nelson Mandela
- ☒ d) **Bill Clinton**

Question 9

What are the key characteristics of transactional leaders?

- ☒ a) **Guiding, mentoring and motivating**
- ☐ b) Guiding, commanding and motivating
- ☐ c) Guiding, demonstrating and motivating
- ☐ d) Guiding, mentoring and demonstrating

Question 10

What is the term for power derived from status or position in an organisation?

- ☐ a) Referent
- ☐ b) Expert
- ☐ c) Reward
- ☒ d) **Legitimate**

Submit my answers

Chapter 6: Multiple choice questions

Question 1

When a manager monitors the work performance of workers in his department to determine if the quality of their work is 'up to standard', this manager is engaging in which function?

- ☐ a) Planning
- ☒ b) **Controlling**
- ☐ c) Organising
- ☐ d) Leading

Question 2

What do you call the understanding of a dominant culture before choosing a suitable control system?

- ☐ a) Market control
- ☐ b) Bureaucratic control
- ☒ c) **Clan control**
- ☐ d) People control

Question 3

What is the first step in a control process?

- ☐ a) Allocate resources
- ☐ b) Choose key personnel for the task
- ☐ c) Select a strategy
- ☒ d) **Set standards**

Question 4

What is the weakest form of control?

- ☐ a) Pre-control
- ☐ b) Simultaneous control
- ☒ c) **Post-control**
- ☐ d) Dual control

Question 5

Improving quality through small, incremental improvements is a characteristic of what type of quality management system?

- ☐ a) Just-in-time

- ☐ b) Six Sigma
- ☐ c) Total Quality Management
- ☒ d) Kaizen

Question 6

Where was Total Quality Management first developed?

- ☐ a) USA
- ☐ b) UK
- ☒ c) Japan
- ☐ d) Korea

Question 7

Which of the following are key components of a Total Quality Management system?

- ☐ a) Individual responsibility, incremental improvement, use of raw data
- ☐ b) Collective responsibility, continual improvement, use of raw data
- ☐ c) Group responsibility, staged improvement, knowledge
- ☒ d) Involves everyone, continual improvement, use of data and knowledge

Question 8

What is premise control based on?

- ☐ a) Buildings
- ☐ b) People
- ☐ c) Resources
- ☒ d) Assumptions

Question 9

What is the term for the monitoring of events both internal and external to the organisation that affects strategy?

- ☐ a) Operational control
- ☒ b) Strategic surveillance
- ☐ c) Strategic control
- ☐ d) Environmental scanning

Question 10

What are the main characteristics of an effective control system?

- ☒ a) Flexibility, accuracy, timeliness and objectivity
 - ☐ b) Flexibility, measurability, timeliness and objectivity
 - ☐ c) Flexibility, accuracy, relevance and objectivity
 - ☐ d) Flexibility, accuracy, timeliness and relevance
-

Chapter 7: Multiple choice questions

Question 1

What are characteristics of a programmed decision?

- ☐ a) Complex and risky
- ☐ b) Uncertain and non-routine
- ☐ c) Low risk and certain
- ☒ d) Routine and non-complex

Question 2

Of what is an investment decision an example?

- ☐ a) Programmed decision

- ☐ b) Routine decision
- ☐ c) Management decision
- ☒ d) Non-programmed decision

Question 3

What is **not** an assumption underpinning the rational decision making model?

- ☒ a) Incomplete information
- ☐ b) An agreed goal
- ☐ c) A structured problem
- ☐ d) High level of certainty regarding the environment

Question 4

Simon (1960) is associated with what type of decision making model?

- ☐ a) Rational
- ☐ b) Classical
- ☐ c) Programmed
- ☒ d) Administrative

Question 5

What is the term for decisions limited by human capacity to absorb and analyse information?

- ☐ a) Cognitive rationality
- ☐ b) Conscious rationality
- ☒ c) Bounded rationality
- ☐ d) Restricted rationality

Question 6

What is the term for a sub-optimal but acceptable outcome of negotiations between parties?

- ☐ a) Bargaining
- ☒ b) **Satisficing**
- ☐ c) Accepting
- ☐ d) Compromising

Question 7

What is intuitive decision making based on?

- ☐ a) Guesswork
- ☐ b) Gambling
- ☒ c) **Instinct**
- ☐ d) Rationality

Question 8

Which of these does **not** form part of the key streams identified by March (1988) in decision making in highly ambiguous environments?

- ☒ a) **Expectations**
- ☐ b) Choice opportunities
- ☐ c) Problems
- ☐ d) Solutions

Question 9

What assumption is the garbage can model of decision making based on?

- ☐ a) Limited knowledge and great insight
- ☐ b) Limited knowledge but high level of experience
- ☒ c) **Limited knowledge and uncertainty**
- ☐ d) Limited knowledge and high risk

Question 10

What is the term for the 'rule of thumb' type of bias in decision making?

- ☐ a) Framing bias
 - ☐ b) Hindsight bias
 - ☐ c) Over-confidence bias
 - ☒ d) Heuristics
-

Chapter 8: Multiple choice questions

Question 1

What tasks does Human resource management involve?

- ☐ a) Attracting employees to the organisation
 - ☐ b) Recruiting employees
 - ☐ c) Retaining employees
 - ☒ d) All of the above
-

Question 2

What does Unitarism as a human resource management approach assume?

- ☐ a) People are individuals and should be treated as such.
 - ☐ b) People are individuals but should be part of a group.
 - ☒ c) People in the organisation share the same aims and objectives.
 - ☐ d) People in the organisation engage in internal competition.
-

Question 3

To what does diversity in the workplace refer to?

- ☐ a) The number of people employed from different ethnic groups.

- ☐ b) Increasing the number of women employed in the organisation.
- ☐ c) The number of different religious affiliation held by employees in the organisation.
- ☒ d) The range of personal characteristics of employees in an organisation.

Question 4

Which of these is **not** part of human resource policy?

- ☐ a) Reward systems
- ☐ b) Staff appraisals
- ☐ c) Staff development
- ☒ d) Suppliers choice

Question 5

What is a PDP?

- ☒ a) Personal Development Plan
- ☐ b) People Development Plan
- ☐ c) Personnel Development Plan
- ☐ d) Personal Development Payment

Question 6

Which of the following is **not** included in a job design?

- ☐ a) Identifying what tasks need to be carried out
- ☐ b) When and how tasks are to be carried out
- ☐ c) The number of tasks to be carried out
- ☒ d) The payment rates for the tasks carried out

Question 7

Where can formal employee training and education take place?

- ☐ a) Colleges
- ☐ b) In the workplace
- ☐ c) Training centres
- ☐ **d) All of the above**

Question 8

What is the purpose of employee relations?

- ☐ a) Adhere to the law pertaining to workers' rights
- ☐ b) Maintain a harmonious working environment
- ☐ c) Undertake conflict resolution
- ☐ **d) All of the above**

Question 9

What is OD?

- ☐ a) Organisational disputes
- ☐ **b) Organisational development**
- ☐ c) Organisational demands
- ☐ d) Organisational drift

Question 10

What is the personnel department in an organisation concerned with?

- ☐ a) Staff development
- ☐ b) Staff attraction
- ☐ c) Staff rewards
- ☒ **d) Staff administration**

Chapter 9: Multiple choice questions

Instructions

Answer the following questions and then press 'Submit' to get your score.

Question 1

What are workers primarily motivated by according to the instrumental approach?

- ☐ a) Peer recognition
- ☐ b) Promotion
- ☐ c) Greater freedom
- ☒ d) Economic reward

Question 2

Which of the following motivators is the most basic need in Maslow's hierarchy?

- ☐ a) Safety
- ☐ b) Belonging
- ☒ c) Physiological
- ☐ d) Esteem

Question 3

Which one of the following is a feature of McGregor's Theory X?

- ☐ a) Workers enjoy responsibility.
- ☐ b) Workers view physical and mental effort as a natural part of work.
- ☐ c) Workers like to show initiative.
- ☒ d) Workers like to be directed.

Question 4

Hygiene factors are associated with which writer?

- ☒ a) **Frederick Herzberg**
- ☐ b) D.C. McClelland
- ☐ c) Abraham Maslow
- ☐ d) Douglas McGregor

Question 5

Of what is individual freedom to schedule work an example?

- ☐ a) Job design
- ☒ b) **Job enrichment**
- ☐ c) Job rate
- ☐ d) Job planning

Question 6

What theory is built around the principle that 'people make choices regarding how to behave based on values and beliefs'?

- ☒ a) **Expectancy**
- ☐ b) Instrumental
- ☐ c) Classical
- ☐ d) Contingency

Question 7

Of what is worker autonomy in decision making an example?

- ☐ a) Worker freedom
- ☐ b) Greater worker negotiation

☒ **c) Worker empowerment**

☐ **d) Increased worker power**

Question 8

To what does emotional intelligence refer?

☐ **a) How people view and understand the world.**

☐ **b) How people view and understand themselves.**

☐ **c) How people view and understand others.**

☒ **d) How people view and understand themselves and others.**

Question 9

How does lateral communication in an organisation occur?

☐ **a) Information passes upwards.**

☐ **b) Information passes downwards.**

☐ **c) Information is a two-way process.**

☒ **d) Information passes between different departments and functions.**

Question 10

What is the richest form of information?

☐ **a) Telephone**

☒ **b) Face-to-face**

☐ **c) E-mail**

☐ **d) Video conference**

Chapter 10: Multiple choice questions

Question 1

How do you describe a work group that comprises workers with demarcated tasks and distant line managers?

- ☐ a) Dependent
- ☒ b) **Independent**
- ☐ c) Interdependent
- ☐ d) Collaborative

Question 2

What is the term for the set of behaviours and tasks that a member of the group is expected to perform because he or she is a member of the group?

- ☒ a) **Group roles**
- ☐ b) Virtual teamwork
- ☐ c) Synergy
- ☐ d) Role making

Question 3

Which one of the following is **not** a characteristic of a team?

- ☒ a) **Minimal and formal knowledge sharing**
- ☐ b) Collective output
- ☐ c) Individual and collective responsibility
- ☐ d) Fluid dimension to roles and tasks

Question 4

What is the term Tuckman uses for reaching consensus as a group?

- ☐ a) Storming
- ☐ b) Performing
- ☐ c) Forming
- ☒ d) **Norming**

Question 5

According to Belbin (1981) an extroverted and enthusiastic person fits with what role?

- ☐ a) Co-ordinator
- ☐ b) Shaper
- ☒ c) **Resource investigator**
- ☐ d) Implementer

Question 6

What are group norms?

- ☒ a) **Modes of behaviour that are acceptable to and shared by group members**
- ☐ b) Modes of behaviour that are shared by some members of the group
- ☐ c) Modes of behaviour that challenge group values and beliefs
- ☐ d) Modes of behaviour that are different of those of the other group members

Question 7

What is T-group training?

- ☐ a) A group whose aim is transformational change
- ☐ b) A group brought together to deliver training programmes
- ☐ c) Team training for the purposes of advancing technology
- ☒ d) **Team building activities involving learning**

Question 8

What is the purpose of a 'quality circle'?

- ☒ a) **Bring together managers and workers to find improvements.**
- ☐ b) Bring together managers and workers to discuss output.
- ☐ c) Bring together managers and workers to review quality of work.
- ☐ d) Bring together managers and workers to review targets.

Question 9

What is characteristic for the location of a virtual team?

- ☐ a) In the same building
- ☐ b) In the same industry
- ☐ c) In the same country
- ☒ d) **remotely**

Question 10

Which of these is **not** an advantage of a virtual team?

- ☐ a) Team members can be recruited for their specific skills or experience.
 - ☐ b) No overhead costs associated with physical buildings.
 - ☒ c) **Conflict can be resolved easily using face-to-face meetings.**
 - ☐ d) Low transport or commuting costs.
-

Chapter 11: Multiple choice questions

Question 1

What is the term for organisational development through a formally designed organisational structure?

- ☐ a) Organic
- ☒ b) Mechanistic
- ☐ c) Formal
- ☐ d) Structured

Question 2

How can organisational structures that are characterised by democratic and inclusive styles of management be described?

- ☐ a) Hierarchical
- ☐ b) Bureaucratic
- ☒ c) Flat
- ☐ d) Functional

Question 3

Functional structures help to create.....

- ☐ a) teamwork
- ☒ b) specialisation
- ☐ c) project work groups
- ☐ d) multi-skilled employees

Question 4

Which writer is most associated with bureaucratic structures?

- ☐ a) Henry Fayol
- ☒ b) Max Weber
- ☐ c) Adam Smith

- ☐ d) Mary Parker Follett

Question 5

What is **not** an advantage of a hierarchical structure?

- ☐ a) Clear chain of command
- ☒ b) Quick response to change
- ☐ c) Discipline and stability
- ☐ d) Small span of control

Question 6

Specialisation is a feature of which organisational structure?

- ☐ a) Matrix
- ☐ b) Divisional
- ☐ c) Multi-divisional
- ☒ d) Functional

Question 7

What is the term for an autonomous business entity within an overall corporate enterprise which is set apart from other areas of the business?

- ☐ a) Subsidiary
- ☐ b) Strategic partnership
- ☐ c) Strategic alliance
- ☒ d) Strategic business unit

Question 8

What is a virtual organisation?

- ☐ a) **An organisation that uses information and communications technologies (ICT's) to coordinate activities without physical boundaries between different functions**
- ☐ b) An organisation that uses internet technologies to sell products to customers
- ☐ c) An organisation that manages the supply chain using digital technologies
- ☐ d) An organisation that coordinates the workforce via video conferencing

Question 9

What is a strategic alliance?

- ☐ a) Any form of partnership between one firm and another
- ☐ b) **Formal agreement committing two or more firms to exchange resources to produce products or services**
- ☐ c) Formal agreement to share profits from a shared investment
- ☐ d) Formal agreement to share knowledge

Question 10

What is **not** a purpose of an organisational structure?

- ☐ a) To coordinate people and resources
- ☐ b) To organise lines of communication
- ☐ c) To formalise authority
- ☐ d) **To limit workers' rights**

Chapter 12: Multiple choice questions

Question 1

What is the term for the act of getting individuals to behave in ways that are acceptable to a group?

- ☐ a) Indoctrination
- ☐ b) Brainwashing

- ☐ c) Propaganda
- ☒ d) Socialisation

Question 2

What is **not** one of the layers of cultural influence?

- ☐ a) Social
- ☐ b) Business
- ☐ c) Organisational
- ☒ d) Company

Question 3

Which of the following is **not** part of Schein's model of the formation of culture?

- ☐ a) Shared values
- ☒ b) Pre-conceptions
- ☐ c) Shared beliefs
- ☐ d) Norms

Question 4

What is a paradigm?

- ☐ a) A theoretical assumption
- ☐ b) An illustration
- ☐ c) A theoretical model
- ☒ d) An example serving as a model

Question 5

Which element of the cultural web forms regalia?

- ☒ a) Symbols

- ☐ b) Rituals and routines
- ☐ c) Power structures
- ☐ d) Control systems

Question 6

What type of organisational culture is most likely to deliver stability and efficiency?

- ☐ a) Task culture
- ☒ b) Role culture
- ☐ c) Power culture
- ☐ d) People culture

Question 7

Power distance in national cultures is a characteristic of a model by which writer?

- ☒ a) Geert Hofstede
- ☐ b) David Yip
- ☐ c) Tony Purdie
- ☐ d) Michael Porter

Question 8

What is the term for an organisation that adapts to changes in the environment by quickly responding to shifts in supply and demand conditions?

- ☐ a) Opportunistic organisation
- ☐ b) Enterprising organisation
- ☐ c) International organisation
- ☒ d) Agile organisation

Question 9

What is **not** a component of an agile organisation?

- ☐ a) Market focus and position
- ☐ b) Human resources: multi-skilling
- ☐ c) Organisational structure
- ☐ d) Project-based culture

Question 10

Workers' acceptance of change is characteristic of what type of culture?

- ☐ a) Team culture
 - ☐ b) Collaborative culture
 - ☐ c) Group culture
 - ☐ d) Collective culture
-

Chapter 13: Multiple choice questions

Question 1

By which principle is utilitarianism defined?

- ☐ a) Equality for everyone
- ☐ b) Maximisation of outcomes for individuals
- ☐ c) The best outcome for the majority of people
- ☐ d) The least worst outcome for everybody

Question 2

Who was a major protagonist of utilitarianism?

- ☐ a) John Stuart Mill
- ☐ b) Thomas Hobbes
- ☐ c) Karl Marx
- ☐ d) Adam Smith

Question 3

Individualism as a guiding moral philosophy was advocated by which economist?

- ☐ a) John Kenneth Galbraith
- ☐ b) John Maynard Keynes
- ☐ c) Milton Friedman
- ☐ d) Alfred Marshall

Question 4

Which is **not** a characteristic of corporate social responsibility?

- ☐ a) Product safety
- ☐ b) Consumer rights
- ☐ c) Environmental policies
- ☐ d) Price-fixing

Question 5

What is a normative perspective?

- ☐ a) The way things are.
- ☐ b) The way things are going to be.
- ☐ c) The way things should be.
- ☐ d) The way things were.

Question 6

Which of these factors is **not** one of the competing responsibilities that influence corporate social responsibility?

- ☐ a) Ethical
- ☐ b) Economic
- ☐ c) Discretionary
- ☒ d) **Technical**

Question 7

What is a whistleblower?

- ☒ a) **Someone who reports illegal or unethical acts**
- ☐ b) Someone who commits illegal or unethical acts
- ☐ c) Someone who benefits from illegal or unethical acts
- ☐ d) Someone who devises illegal or unethical acts

Question 8

What is the term for a process that enables an organisation to assess and demonstrate its social, economic, and environmental benefits and limitation?

- ☐ a) Social plan
- ☐ b) Social strategy
- ☒ c) **Social audit**
- ☐ d) Social account

Question 9

What is the overriding philosophy underpinning the strategic direction of an organisation?

- ☒ a) Vision statement

- ☐ **b) Mission statement**
- ☐ c) Strategy statement
- ☐ d) Business statement

Question 10

What is **not** a characteristic of a corporate social responsibility framework?

- ☐ **a) Retaining the status quo**
 - ☐ b) Understanding society
 - ☐ c) Harnessing diversity
 - ☐ d) Building capacity
-

Question 1

What is the term for the action in which managers at an organisation analyse the current situation of their organisation and then develop plans to accomplish its mission and achieve its goals?

- ☐ a) Synergy planning
- ☒ **b) Strategy formulation**
- ☐ c) Functional planning
- ☐ d) SWOT analysis

Question 2

In the 'five forces model', what is the type of competitive activity that exists between organisations?

- ☐ a) The potential for entry into the industry
- ☐ **b) The threat of substitute products**

- ☐ c) The power of customers
- ☒ d) The level of rivalry

Question 3

Profitability stemming from how well a firm positions itself in the market is a key feature of which writer's view on strategy?

- ☐ a) Peter Drucker
- ☐ b) Jay Barney
- ☒ c) Michael Porter
- ☐ d) Henry Mintzberg

Question 4

What does PEST stand for?

- ☐ a) Political, environmental, strategic, testing
- ☐ b) Political, environmental, strategic, technological
- ☐ c) Political, economic, strategic, technological
- ☒ d) Political, economic, social, technological

Question 5

Which one is **not** an element in the primary activities of a value chain?

- ☒ a) Procurement
- ☐ b) Inbound logistics
- ☐ c) Outbound logistics

- ☐ d) Service

Question 6

What is the term used in Ansoff's matrix for increasing market share with existing products in existing markets?

- ☐ a) Product development
- ☒ b) Market penetration
- ☐ c) Diversification
- ☐ d) Market development

Question 7

Vertical integration forwards is when a firm merges or acquires another...

- ☐ a) Towards the source of supply
- ☒ b) Towards the consumer
- ☐ c) At the same stage of the supply chain
- ☐ d) In another industry

Question 8

When does an acquisition take place?

- ☐ a) Two equal partners decide to work together.
- ☐ b) Two equal partners share resources.
- ☐ c) Two unequal partners join together.
- ☒ d) Two unequal partners become one after a buyout.

Question 9

Of what is advertising a form?

- ☐ a) Focusing strategy
- ☒ b) Differentiation
- ☐ c) Cost leadership
- ☐ d) Growth

Question 10

What is the term for the extent to which competition in one country is influenced by competition in other countries?

- ☐ a) International trade
 - ☐ b) Global economics
 - ☐ c) Global competition
 - ☒ d) Globalisation
-

Chapter 15: Multiple choice questions

Question 1

What do companies that focus on filling a gap in the market engage in?

- ☐ a) Direct marketing
- ☐ b) Traditional marketing
- ☒ c) Niche marketing

- ☐ d) Outbound marketing

Question 2

What is **not** part of a marketing plan?

- ☐ a) Marketing mix
- ☐ b) Demand analysis
- ☒ c) Government support
- ☐ d) Competitor analysis

Question 3

What is the term for a market that is defined by specific characteristics?

- ☐ a) Market niche
- ☐ b) Market division
- ☐ c) Market characteristic
- ☒ d) Market segment

Question 4

Which of the following does **not** form the basis of a performance indicator for a marketing plan?

- ☒ a) Competitor reaction
- ☐ b) Contribution to business performance
- ☐ c) Marketing effectiveness
- ☐ d) Consumer reaction

Question 5

What is the term for the development and design of value adding products and/or services to meet the demand characteristics of individual customers?

- ☐ a) Customisation

☒ **b) Personalisation**

☐ **c) Individualism**

☐ **d) Bespoke**

Question 6

What do the four 'P's' of marketing relate to?

☒ **a) Product, price, place and promotion**

☐ **b) Product, price, press and promotion**

☐ **c) Product, price, publicity and promotion**

☐ **d) Product, price, post and promotion**

Question 7

The brand of *BP* is an example of what type of brand name?

☐ **a) Expressive**

☐ **b) Free-standing**

☐ **c) Abbreviated**

☒ **d) Descriptive**

Question 8

Consumer values based on personality types are a form of what type of brand value?

☐ **a) Core**

☐ **b) Functional**

☒ **c) Expressive**

☐ **d) Individual**

Question 9

What is the term for gaining consumers' express agreement to receive marketing material?

- ☐ a) Opt-in marketing
- ☒ b) Permission marketing
- ☐ c) Targeted marketing
- ☐ d) Focused marketing

Question 10

What does CRM stand for?

- ☐ a) Consumer Relations Management
 - ☐ b) Customer Relationship Marketing
 - ☒ c) Customer Relationship Management
 - ☐ d) Consumer Returns Management
-

Chapter 16: Multiple choice questions

Question 1

Which one is **not** part of Lewin's (1952) three step approach to change?

- ☐ a) Changing behaviour
- ☒ b) Initiating change
- ☐ c) Freezing
- ☐ d) Unfreezing

Question 2

What is the term for a radical rethinking of the nature of the business?

- ☐ a) Transformational change
- ☒ b) Revolutionary change

- ☐ c) Strategic manoeuvre
- ☒ d) **Paradigm shift**

Question 3

What is the term for incremental changes to processes in an organisation using information technology?

- ☒ a) **Business Process Improvement**
- ☐ b) Business Process Reengineering
- ☐ c) Business Process Change
- ☐ d) Business Process Advance

Question 4

What is the first step in a 'Stage gate' process?

- ☐ a) Develop a product.
- ☐ b) Demonstrate a plan.
- ☐ c) Initiate learning.
- ☒ d) **Generate ideas and concepts.**

Question 5

Which is **not** an example of an external factor for learning and knowledge?

- ☐ a) Demographic change
- ☐ b) Political influences
- ☐ c) Organisational structure
- ☒ d) **Social change**

Question 6

What is the term for the phenomenon that a new IT system is implemented across the whole organisation simultaneously?

- ☐ a) Immersed approach
- ☒ b) **Plunge approach**
- ☐ c) Parallel approach
- ☐ d) Instant approach

Question 7

What is IS?

- ☐ a) Intelligent strategy
- ☐ b) Internal services
- ☐ c) International sales
- ☒ d) **Information systems**

Question 8

What is the term for the act of acquiring an IS architecture from the market?

- ☐ a) External buying
- ☐ b) Ordering
- ☒ c) **Outsourcing**
- ☐ d) Procuring

Question 9

Which is **not** an implementation activity for an information system?

- ☒ a) **IS marketing plan**
- ☐ b) System documentation
- ☐ c) Software development

- ☐ d) User training and development

Question 10

What is the term for forcing people to accept change?

- ☐ a) Conditioning
- ☐ b) Conversion
- ☐ c) Converting
- ☐ d) Coercion