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

Top of Form

**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 18thcentury 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.

Top of Form

### 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.

Top of Form

### 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, Lippet 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**



# **Chapter 6: Multiple choice questions**

Top of Form

### 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)**Duel 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**

Top of Form

### 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 **no**t 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**

Top of Form

### 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.

Top of Form

### 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 Hertzberg**

**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**

Top of Form

### 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**

Top of Form

### 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**

Top of Form

### 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**

Top of Form

### 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 mergers 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**

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### 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**

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### 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**

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