

## LEARNING TEST 6 CHAPTER 9 and 10

### ORGANIZATION SIZE, LIFE CYCLE AND DECLINE

1. Which of the following is not a dimension of bureaucracy that Weber envisioned as desirable?
  - a. Rules and procedures
  - b. Trained employees**
  - c. Hierarchy of authority
  - d. Trained employees
2. Max Weber developed the concept of a bureaucracy to make organizations:
  - a. quicker to respond to stakeholders.
  - b. more empathetic.
  - c. less formal.
  - d. more rational and efficient.**
3. Which of the following is the use of rules, policies, hierarchy of authority, written documentation, standardization, and other bureaucratic mechanisms to standardize behavior and assess performance?
  - a. Market control
  - b. Bureaucratic control**
  - c. Traditional control
  - d. Clan control
4. \_\_\_\_\_ authority is based on devotion to the exemplary character or to the heroism of an individual person and the order defined by him or her.
  - a. Rational-legal
  - b. Traditional
  - c. Charismatic**
  - d. Informal
5. The use of \_\_\_\_\_ control requires that outputs be sufficiently explicit for a price to be assigned and that competition exist.
  - a. bureaucratic
  - b. clan
  - c. traditional
  - d. market**
6. Clan control is most often used in:
  - a. small, informal organizations or in organizations with a strong culture.**
  - b. small, formal organizations or in organizations with a weak culture.
  - c. large, informal organizations or in organizations with a weak culture.
  - d. large, formal organizations or in organizations with a strong culture.
7. A condition in which a substantial, absolute decrease in an organization's resource base occurs over a period of time is referred to as:
  - a. market control.
  - b. bureaucracy.
  - c. centralization.
  - d. organizational decline.**

8. In which stage the organization faces serious problems, and indicators of poor performance cannot be ignored?
- Faulty action
  - Dissolution stage
  - Blinded
  - Crisis stage
9. What is the major goal of an organization during the entrepreneurial stage of the life cycle?
- Growth
  - Goal-setting
  - Complete organizational structure
  - Survival
10. Departments emerge and are established, along with a beginning division of labor, in a newly established hierarchy at which stage in the life cycle?
- Entrepreneurial
  - Collectivity
  - Formalization
  - Elaboration
11. Which of the following characterizes the formalization stage of the life cycle?
- More formal and less frequent communication
  - Top management concern with planning and strategy
  - Incentive system based on profits is implemented for managers
  - All of these
12. Organizations going through the life cycle:
- usually reach elaboration in 12-18 months.
  - tend to become very bureaucratic by the collectivity stage.
  - usually resolve crises associated with each stage, or face restricted growth.
  - tend to experience their wildest and most rapid growth period in the formalization stage.
13. High formalization is most closely associated with which of the following?
- Organic structure
  - Large size
  - Small size
  - Responsive style
14. \_\_\_\_ authority is based on devotion to the exemplary character or to the heroism of an individual person and the order defined by him or her.
- Traditional
  - Rational-legal
  - Charismatic
  - Informal

#### TRUE/FALSE

1. Weber believed that a well-managed bureaucracy would ensure efficient organizational functioning in both government and business settings.
2. As organizations become larger, greater centralization is necessary.

## ORGANIZATIONAL CULTURE AND ETHICAL VALUES

15. Organizational culture:
  - a. is usually written.
  - b. generates commitment to improving market share.
  - c. provides members with a sense of identity.
  - d. all of the above.
16. Culture exists at two levels called:
  - a. sub- and super-structure.
  - b. people and structure.
  - c. social and psychological.
  - d. underlying values and visible artifacts.
17. When a student finishes his studies at a college, he goes through a graduation ceremony with the idea of soon finding a new social role. This is an example of a rite of:
  - a. enhancement.
  - b. passage.
  - c. renewal.
  - d. integration.
18. The \_\_\_\_\_ culture is characterized by strategic focus on the external environment through flexibility and change to meet customer needs.
  - a. adaptability
  - b. mission
  - c. clan
  - d. bureaucratic
19. The mission culture places major emphasis on:
  - a. the external environment through flexibility and change to meet customer needs.
  - b. a shared vision of organization purpose.
  - c. the involvement and participation of the organization's members.
  - d. the internal environment and a consistency orientation for a stable environment.
20. The \_\_\_\_\_ culture has an internal focus and a consistency orientation for a stable environment.
  - a. organic
  - b. bureaucratic
  - c. traditional
  - d. clan
21. When behavior is governed by a set of moral principles and values it is called:
  - a. the rule of law.
  - b. none of the above.
  - c. a mission environment.
  - d. ethics.

22. The \_\_\_\_\_ arises from a set of codified principles and regulations that describe how people are required to act, are generally accepted in society, and are enforceable in the courts.
- a. code of ethics
  - b. managerial ethics
  - c. core values
  - d. rule of law
23. \_\_\_\_\_ means that members develop a collective identity and know how to work together effectively.
- a. External adaptation
  - b. Socialization
  - c. Internal integration
  - d. Cultural identity
24. Which of the following is (are) manifestation(s) of corporate culture?
- a. Legends
  - b. Ceremonies
  - c. Stories
  - d. All of these
25. What type of culture exists in a stable environment with an external strategic focus?
- a. Adaptability
  - b. Bureaucratic
  - c. Mission
  - d. Clan
26. The degree of agreement among members of an organization about the importance of specific values is referred to as:
- a. internal integration.
  - b. culture strength.
  - c. adaptability.
  - d. social responsibility.
27. It has been found that a learning organization has a strong organizational culture characterized by the following value(s):
- a. the whole is more important than the part, and boundaries between parts are minimized.
  - b. external strategic focus with continual thoughts of what others are doing that's right.
  - c. life-time employment for workers at every level (unless a work rule is violated).
  - d. all of these.
28. \_\_\_\_\_ are principles that guide the decisions and behaviors of managers with regard to whether they are right or wrong in a moral sense.
- a. Managerial ethics
  - b. Social responsibility
  - c. Codes of ethics
  - d. Organization culture
29. A(n) \_\_\_\_\_ arises in a situation concerning right and wrong where values are in conflict.
- a. culture problem
  - b. legal issue
  - c. ethical dilemma
  - d. social responsibility issue

