MULTIPLE CHOICE QUESTIONS (90%, 3 points each)
Choose the one alternative that best completes the statement or answers the question. Please answer on the answer sheet only.

1) An innovative organizational culture is characterized by all of the following, EXCEPT _____.
   A) freedom
   B) debates
   C) conformity
   D) risk taking

2) A wealthy individual who contributes personal funds and possibly expertise at the earliest stage of business development is called a(n)
   A) angel investor.
   B) entrepreneur.
   C) venture capitalist.
   D) incubator.

3) _____ developed a categorization scheme for defining what managers do, consisting of 10 different but highly interrelated roles.
   A) Abraham Maslow
   B) Henri Fayol
   C) Henry Mintzberg
   D) Peter Drucker

4) Which of the following are the two dimensions of environmental uncertainty?
   A) degree of impact and degree of timing
   B) degree of complexity and degree of impact
   C) degree of change and degree of complexity
   D) degree of change and degree of volume

5) According to the _____ revenue model, customers pay a fixed amount, usually monthly, to receive some type of service.
   A) advertising fees
   B) subscription fees
   C) affiliate fees
   D) transaction fees

6) Changing organizational behavior by sensing and responding to new experience and knowledge is called
   A) knowledge networking.
   B) organizational learning.
   C) change management.
   D) the knowledge value chain.

7) Research evidence suggests that teams typically outperform individuals when _____.
   A) projects are short-term and need quick solutions
   B) one or more members are allowed to dominate the other team members
   C) tasks are simple and do not involve critical thinking
   D) tasks require multiple skills, judgment, and experience

8) _____ is a situation where a manager has the ability to make accurate decisions because the outcome of every alternative is known.
   A) Contingency
   B) Certainty
   C) Risk
   D) Bureaucracy

9) A company that competes by offering unique products that are widely valued by customers is following a _____.
   A) focus strategy
   B) functional strategy
   C) differentiation strategy
   D) leadership strategy

10) Barriers that are specific to global electronic commerce include the following types of issues **except**
   A) legal.
   B) localization.
   C) technical.
   D) cultural.

11) Which of the following is a strategy for managing cultural change?
   A) Redesign socialization processes to align with the new values.
   B) Replace written norms with unwritten norms.
   C) Keep the reward system the same.
   D) Support employees who remain devoted to the old values.

12) According to the three-needs theory, the need for _____ is the desire for friendly and close interpersonal relationships.

A) power　　B) affiliation　　C) achievement　　D) control

13) Management is needed in all types and sizes of organizations, at all organizational levels and in all organizational work areas, and in all organizations, no matter where they are located. This principle is known as the _____.

A) neutrality of management
B) impartiality of management
C) reality of management
D) universality of management

14) The evidence supporting the superiority of transformational leadership over the transactional style is _____.

A) moderately negative
B) overwhelmingly impressive
C) inconclusive
D) moderately supportive

15) According to research, employees who have a high internal locus of control _____.

A) are more alienated from their work setting than externals
B) exhibit more satisfaction with their jobs than externals
C) are less involved in their jobs as compared to externals
D) blame their bosses for poor performance more often than externals

16) In which of the following traditional training methods do employees work with an experienced worker who provides information, support, and encouragement?

A) mentoring and coaching
B) on-the-job training
C) e-learning
D) experiential exercises

17) In _____ the organization becomes its own supplier so it can control its inputs.

A) horizontal integration
B) concentrated integration
C) forward vertical integration
D) backward vertical integration

18) An organization communicates openly to its employees about violent incidences in the workplace and what's being done to handle them. This is an example of a _____ control strategy.

A) feedforward　　B) concurrent　　C) feedback　　D) proactive

19) The original source of an organization's culture usually reflects _____.

A) the composition of its productive workforce
B) the vision or mission of the organization's founder
C) the present conditions in which the organization functions
D) the degree of success that the organization has achieved

20) Organizational communication that is not defined by the organization's structural hierarchy is known as _____ communication.

A) controlled　　B) external　　C) informal　　D) passive

21) Early research on leadership traits _____.

A) found consistent and unique traits that would apply universally to all effective leaders
B) focused on characteristics that might differentiate leaders from nonleaders
C) focused entirely on behavioral traits rather than physical traits of a leader
D) sought to prove that charisma was an essential trait of leadership

22) According to the job characteristics model, which three job characteristics are crucial to an employee experiencing meaningfulness of his or her work?
A) autonomy, task identity, and task significance
B) skill variety, autonomy, and feedback
C) autonomy, feedback, and task significance
D) skill variety, task identity, and task significance

23) _____ is the extent to which a society encourages people to be tough, confrontational, and competitive rather than modest and tender.
A) Humane orientation　　　　　　B) Institutional collectivism
C) Future orientation　　　　　　　D) Assertiveness

24) A temporary committee formed to tackle a specific short-term problem affecting several departments is known as a _____.
A) community of practice　　　　　B) joint venture
C) strategic partnership　　　　　　D) task force

25) The process of monitoring, comparing, and correcting is called _____.
A) controlling　　　B) organizing　　　C) leading　　　D) planning

26) Which of the following is a facet of customer relationship management (CRM)?
A) customer service　　　　　　　B) marketing automation
C) sales force automation　　　　　D) all of the above

27) An innovative culture is likely to have _____.
A) high external controls　　　　　B) tolerance of conflict
C) closed-system focus　　　　　　D) low tolerance of risks

28) Which of the following is one of the elements of a management by objectives (MBO) program?
A) absence of a time frame　　　　B) absence of control measures
C) participative decision-making　　D) directional goals

29) A(n) _____ organization is highly adaptive, loose, and flexible.
A) organic　　　B) vertical　　　C) centralized　　　D) mechanistic

30) Which of the following is a main requirement if a value chain strategy has to be successful?
A) Technology investment　　　　　B) Informal work culture
C) Strict rules and norms　　　　　D) Homogeneous teams

ESSAY QUESTION. (10%)
Write your answer on the answer sheet.

Please list two management theories or models and briefly explain. (5% each)