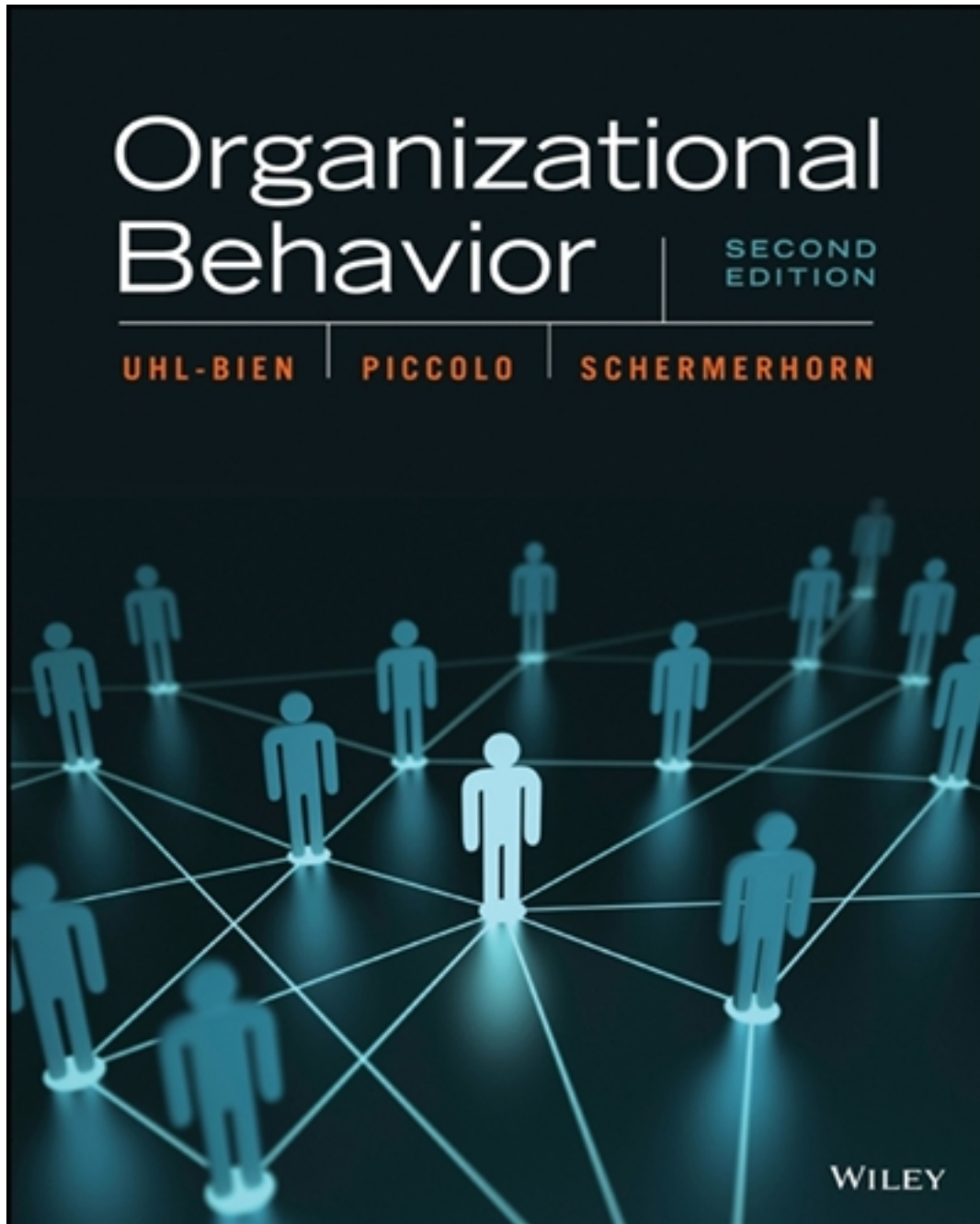


# Test Bank for Organizational Behavior 2nd Edition by Uhl-Bien

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# Test Bank

File: c02; Chapter 2: OB in Context

**True/False**

1. Organizational context is the characteristics of a job, organization, or work situation that affect the way people in that situation act and interact.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

2. Departmentalization refers to how specific work units or groups are divided and coordinated within an organization.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

3. The hierarchy of authority refers to the listing of positions of responsibility and who reports to whom.

Answer: True

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

4. Operations charts are diagrams that depict the formal structures of organizations.

Answer: False

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

5. While individuals at lower levels of an organization are largely focused on the internal environment of the organization, the CEO and top management team are more focused on how the organization is positioned in the external environment.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

6. Executives, managers, and supervisors are hierarchically connected through unity of command, which is a listing of who reports to whom up and down the firm.

Answer: False

Bloom's: Knowledge

Level: Difficult

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

7. Organization charts tell us about line versus staff positions and units.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

8. The number of individuals reporting to a supervisor is called the chain of command.

Answer: False

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

9. Tall structures have a wider span of control than flat structures.

Answer: False

Bloom's: Knowledge

Level: Difficult

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

10. Staff units provide specialized expertise and services in an advisory capacity to line units.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

11. The sales and finance functions of a firm are examples of line units.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

12. Staff units are groups that assist the line units by providing specialized expertise and services to them.

Answer: True

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

13. Production and operations are examples of staff units.

Answer: False

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

14. Staff units and positions typically have more power and greater status in a company than line units and positions.

Answer: False

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

15. Centralization is the degree to which the authority to make decisions is restricted to higher levels of management.

Answer: True

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

16. Decentralization increases when the discretion to spend money, to hire people, and to make similar decisions is moved farther up the hierarchy of authority.

Answer: False

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

17. Divisional departmentalization is a division of labor through the formation of work units or groups within an organization.

Answer: False

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

18. Two types of departmentalization are functional departmentalization and divisional departmentalization.

Answer: True

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

19. Functional departmentalization refers to the grouping of individuals by skill, knowledge, and action.

Answer: True

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

20. Organizations that rely heavily on functional departmentalization can limit communication and knowledge sharing across functional areas.

Answer: True

Bloom's: Knowledge

Level: Difficult

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

21. Many large, geographically dispersed organizations that sell to national and international markets rely on departmentalization by geography.

Answer: True

Bloom's: Comprehension

Level: Difficult

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

22. An organic structure is the most bureaucratic of all structures.

Answer: False

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

23. The shared actions, values, and beliefs in an organization that guide the behavior of its members are collectively called organizational culture.

Answer: True

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

24. Research finds that most organizational cultures are identical to one another.

Answer: False

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

25. Large firms often have a single dominant culture with a universal set of shared actions, values, and beliefs.

Answer: False

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

26. Large organizations have subcultures as well as one or more countercultures.

Answer: True

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

27. A subculture has a pattern of values and a philosophy that outwardly reject the beliefs and values of the larger organization or social system.

Answer: False

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

28. A counterculture is a group of individuals who exhibit a unique pattern of values and a philosophy that is consistent with the organization's dominant values and norms.

Answer: False

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

29. The *Wall Street Journal* reported in 2009 that older workers tend to be at greater risk of layoffs because most employers use a “first in/first out” rule when cutting back on staff.

Answer: False

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

30. Observable culture, the first level of cultural analysis, refers to the way things are done in a particular organization.

Answer: True

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

31. Three important levels of cultural analysis in studying organizational culture are observable culture, shared values, and common cultural assumptions.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

32. The observable culture of a firm includes stories, ceremonies, and corporate rituals that make up the history of the firm or a group within the firm.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures



33. The second level of cultural analysis focuses on common cultural assumptions that are the taken-for-granted truths that corporate members share as a result of their joint experiences.

Answer: False

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

34. Many consultants suggest that organizations should develop a “dominant and coherent set of shared values.”

Answer: True

Bloom's: Comprehension

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

35. The term *shared* in cultural analysis implies that the group is a whole.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

36. The deepest level of cultural analysis recognizes that shared values can play a critical role in linking people together and can provide a powerful motivational mechanism for members of the culture.

Answer: False

Bloom's: Knowledge

Level: Difficult

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

37. Rituals are embellished heroic accounts of the story of the founding of an organization.

Answer: False

Bloom's: Comprehension

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

38. Sagas are important because they are used to tell new members the founding story of the company.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

39. Rites are standardized and recurring activities that are used at special times to influence the behaviors and understanding of organizational members; rituals are systems of rites.

Answer: True

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

40. The key to being a subculture is that its values do not clash with those of the larger organization.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

41. Countercultures work against organizational purpose and can be damaging if not addressed.

Answer: True

Bloom's: Comprehension

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

42. A cultural symbol is any object, act, or event that serves to transmit cultural meaning.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

43. The corporate uniforms worn by UPS and Federal Express delivery personnel are examples of cultural symbols.

Answer: True

Bloom's: Application

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

44. An organization with a strong culture possesses a broad and deeply shared value system.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

45. Organizations with a strong culture have a shared understanding regarding who organizational members are and what it means to be part of the organization.

Answer: True

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

**Multiple Choice**

46. A diagram that depicts the formal structure of a firm is called \_\_\_\_\_.
- a) a matrix structure
  - b) the horizontal structure
  - c) a staff unit
  - d) an organization chart
  - e) a line unit

Answer: d

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

47. A chart with many layers and levels of authority indicates a(n) \_\_\_\_\_ organizational structure.
- a) organic
  - b) matrix
  - c) tall
  - d) flat
  - e) linear

Answer: c

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

48. While \_\_\_\_\_ may clearly indicate who reports to whom, it is also important to recognize that they do not show how work is done, who exercises the most power over specific issues, or how the firm will respond to its environment.
- a) institutional pictures
  - b) organizational rosters
  - c) institutional trees
  - d) organization charts
  - e) functional regimentation

Answer: d

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

49. In which of the following is the span of control likely to be the narrowest?
- a) In a bureaucratic work environment
  - b) In an organization with a flat structure
  - c) In an organization with very few organizational levels
  - d) In an environment where employees have complete autonomy
  - e) In a decentralized work environment

Answer: a

Bloom's: Comprehension

Level: Difficult

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

50. \_\_\_\_\_ units are work groups that conduct the major business of the organization.
- a) Staff
  - b) Line
  - c) Specialty
  - d) Boundary-spanning
  - e) Facilitator

Answer: b

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

51. At ABC Manufacturing, the sales and operations functions would be examples of \_\_\_\_\_ units.
- a) facilitator
  - b) staff
  - c) specialty
  - d) boundary-spanning
  - e) line

Answer: e

Bloom's: Analysis

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

52. Which type of units provides specialized expertise and services to the organization?
- a) Authoritative units
  - b) Staff units

- c) Line units
- d) Sales units
- e) Boundary-spanning units

Answer: b

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

53. At ABC Manufacturing, the accounting and human resources functions would be examples of \_\_\_\_\_ units.

- a) facilitator
- b) staff
- c) specialty
- d) boundary-spanning
- e) line

Answer: b

Bloom's: Analysis

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

54. Which of the following increases when the discretion to spend money, to hire people, and to make similar decisions is moved farther up the hierarchy of authority?

- a) Distribution
- b) Dissipation
- c) Diffusion
- d) Centralization
- e) Decentralization

Answer: d

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

55. \_\_\_\_\_ is the degree to which the authority to make decisions is shared throughout an organization's hierarchy.

- a) Bureaucracy
- b) Centralization
- c) Distribution
- d) Span of control
- e) Decentralization

Answer: e

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

56. Greater \_\_\_\_\_ is often found in organizations with tall structures.

- a) dissipation
- b) centralization
- c) distribution
- d) participation
- e) decentralization

Answer: b

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

57. Which one of the following statements about decentralization is NOT accurate?

- a) Decentralization means that employees at front lines are empowered to make decisions.
- b) Decentralization is prevalent in flat structures.
- c) Employees in companies with decentralized decision-making are expected to be more proactive.
- d) Generally speaking, greater decentralization results in lower subordinate satisfaction.
- e) Decentralization is the degree to which the authority to make decisions is shared throughout an organization's hierarchy.

Answer: d

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

58. All of the following are advantages of functional departmentalization EXCEPT that:

- a) it fosters clear responsibilities.
- b) it may lead to myopic decision-making.
- c) it fosters clear task assignments.
- d) it encourages collective knowledge and insight.
- e) it leverages an employee's technical training and expertise.

Answer: b

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

59. All of the following are disadvantages of functional departmentalization EXCEPT that:
- a) it can yield very clear task requirements, consistent with an individual's training.
  - b) it can make it hard for employees to get a sense of the big picture.
  - c) it can limit communication across functional areas.
  - d) it can limit knowledge sharing across functional areas.
  - e) it can lead to myopic decision-making.

Answer: a

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

60. Which of the following statements is true of an organic organizational structure?
- a) They emphasize hierarchy and control.
  - b) They are typically tall structures based on centralized decision-making.
  - c) They have a more open workspace.
  - d) They have more formal, rather than informal, communication.
  - e) They are the most bureaucratic of all structures.

Answer: c

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

61. An organic organizational structure \_\_\_\_\_.
- a) is designed to change in accordance with the needs of the environment
  - b) emphasizes hierarchy and control
  - c) stresses rules, policies, and procedures
  - d) is designed around standardized work processes
  - e) uses both the functional and divisional forms of departmentalization simultaneously

Answer: a

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

62. Organizations that rely on a few major customers may organize their people and resources by client. This is an example of \_\_\_\_\_ departmentalization.



- a) knowledge-based
- b) functional
- c) divisional
- d) skill-based
- e) expertise-based

Answer: c

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

63. All of the following statements are true of line units EXCEPT that they:
- a) have a greater likelihood of leading to promotion to higher level positions.
  - b) typically have more power and greater status in a company.
  - c) typically include the sales, operations, and finance functions within a company.
  - d) provide specialized expertise and services in an advisory or support capacity.
  - e) have direct line authority for conducting the major business of a company.

Answer: d

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

64. A disadvantage of the matrix structure is that:
- a) it can only work in environments that do not have any need for adaptability.
  - b) it is the least efficient of all structures.
  - c) it is the most bureaucratic of all structures.
  - d) it is inflexible and does not allow for fluidity based on project needs.
  - e) it can be complicated for employees who have two managers.

Answer: e

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

65. Workers and supervisors in a(n) \_\_\_\_\_ structure have two supervisors—one functional and one project manager.
- a) traditional
  - b) mechanistic
  - c) bureaucratic
  - d) matrix
  - e) organic

Answer: d

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

66. The best way to know what a company's structure is like is to look at its:

- a) human resources department.
- b) operations.
- c) information technology department.
- d) organization chart.
- e) internal environment.

Answer: d

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

67. The obvious organizational design response to uncertainty and volatility is to opt for a(n) \_\_\_\_\_ structure.

- a) mechanistic
- b) organic
- c) bureaucratic
- d) hierarchical
- e) centralized

Answer: b

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

68. Which type of bureaucracy emphasizes hierarchy and control?

- a) Divisional
- b) Mechanistic
- c) Departmental
- d) Organic
- e) Matrix

Answer: b

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

69. A(n) \_\_\_\_\_ structure emphasizes hierarchy and control with a heavy reliance on standardized work processes and functional departmentalization and an emphasis on rules, policies, and procedures.
- a) departmental
  - b) organic
  - c) matrix
  - d) divisional
  - e) mechanistic

Answer: e

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

70. Which type of bureaucracy results in a management that emphasizes routine for efficiency?
- a) Divisional
  - b) Mechanistic
  - c) Organic
  - d) Functional
  - e) Network

Answer: b

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

71. A disadvantage of the mechanistic structure is that it:
- a) does not emphasize rules, policies, or procedures.
  - b) lacks formalized mechanisms for decision-making.
  - c) requires a predictable and stable environment or else it breaks down.
  - d) has more informal, rather than formal, communication.
  - e) is the least bureaucratic of all organizational structures.

Answer: c

Bloom's: Comprehension

Level: Difficult

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

72. In the context of the types of organizational structures, a(n) \_\_\_\_\_ is highly fluid and adaptable, designed to change in accordance with the needs of the environment.

- a) self-managing bureaucracy
- b) mechanistic bureaucracy
- c) organic structure
- d) functional structure
- e) departmental structure

Answer: c

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

73. The \_\_\_\_\_ of McDonalds is the shared actions, values, and beliefs that guide the behavior of its members.

- a) structure
- b) control philosophy
- c) institutional system
- d) organizational strategy
- e) organizational culture

Answer: e

Bloom's: Comprehension

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

74. In a business setting, a firm's \_\_\_\_\_ is the shared actions, values, and beliefs within the firm that guide the behavior of its members.

- a) institutional system
- b) corporate culture
- c) indigenous entropy
- d) bureaucracy
- e) strategy

Answer: b

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

75. \_\_\_\_\_ are groups of individuals with a unique pattern of values and philosophy that is consistent with the organization's dominant values and philosophy.

- a) Subcultures
- b) Countercultures
- c) Anti-cultures
- d) Societal cultures
- e) Competitive cultures

Answer: a

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

76. Which of the following statements is INCORRECT regarding subcultures?

- a) Strong subcultures are often found in high-performance task forces.
- b) Strong subcultures are often found in high-performance special project groups.
- c) Subcultures reflect groups with a unique pattern of values and philosophy that are inconsistent with the dominant culture of the larger organization or social system.
- d) Subcultures emerge to bind individuals working intensely together to accomplish a specific task.
- e) Strong subcultures are often found in high-performance teams.

Answer: e

Bloom's: Comprehension

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

77. Three important levels of cultural analysis in organizations are

- a) unobservable culture, role models, and shared mission.
- b) implicit culture, shared values, and common experiences.
- c) shared objectives, shared values, and shared mission.
- d) observable culture, shared values, and common cultural assumptions.
- e) explicit culture, implicit culture, and common cultural assumptions.

Answer: d

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

78. All of the following are levels of analysis in studying organizational culture EXCEPT:

- a) observable culture.
- b) shared values.
- c) inter-organizational conflicts.
- d) common cultural assumptions.
- e) core values.

Answer: c

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

79. In the context of the three important levels of cultural analysis in organizations, the first level concerns \_\_\_\_\_, or "the way we do things around here."

- a) shared values
- b) common assumptions
- c) implicit culture
- d) observable culture
- e) shared mission

Answer: d

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

80. At IBM, the \_\_\_\_\_ would include the unique stories, ceremonies, and corporate rituals that make up the history of the firm.

- a) latent culture
- b) shared values
- c) common cultural assumptions
- d) observable culture
- e) implicit culture

Answer: d

Bloom's: Application

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

81. In the context of the three important levels of cultural analysis in organizations, the level referred to as \_\_\_\_\_ can play a critical part in linking people together and can provide a powerful motivational mechanism for members of the culture.

- a) shared values
- b) observable culture
- c) implicit culture
- d) core values
- e) common assumptions

Answer: a

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

82. Organizations are encouraged to develop a dominant and coherent set of \_\_\_\_\_. Although every member may not agree with them, all members will know they are important.

- a) observable attitudes
- b) implicit needs
- c) common perceptions
- d) shared values
- e) common assumptions

Answer: d

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

83. At the deepest level of cultural analysis are \_\_\_\_\_, or the taken-for-granted truths that collections of corporate members share as a result of their joint experience.

- a) shared values
- b) core values
- c) shared premises
- d) mutual promises
- e) collective conjectures

Answer: b

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

84. In the context of the three important levels of cultural analysis in organizations, the core values of religious organizations \_\_\_\_\_.

- a) involve selling products
- b) align with the self-interest of top managers
- c) involve making a profit
- d) align with the desire to do good
- e) lie in spiritual beliefs

Answer: e

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

85. Which of the following is true of organizations with a flat structure?

- a) They have short spans of control.
- b) They are usually more empowered work environments.
- c) They typically have authoritative managers.
- d) They are typically indicative of a more bureaucratic work environment.
- e) They have many layers and levels of authority.

Answer: b

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

86. \_\_\_\_\_ are embellished heroic accounts of accomplishments, especially regarding the founding of an organization.

- a) Artifacts
- b) Sagas
- c) Myths
- d) Rites
- e) Rituals

Answer: b

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures



87. \_\_\_\_\_ are important because they are used to tell new members the founding story of the company.

- a) Artifacts
- b) Myths
- c) Rituals
- d) Rites
- e) Sagas

Answer: e

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

88. Systems of rites are called \_\_\_\_\_.

- a) rules
- b) artifacts
- c) routines
- d) sagas
- e) rituals

Answer: e

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

89. It is common for Japanese workers and managers to start their workdays together with group exercises and by singing the "company anthem." Together, the exercises and anthems form a(n) \_\_\_\_\_.

- a) artifact
- b) ritual
- c) symbol
- d) saga
- e) story

Answer: b

Bloom's: Application

Level: Difficult

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

90. William works for UPS and is required to wear a brown uniform. The corporate uniforms worn by UPS delivery personnel are examples of \_\_\_\_\_.

- a) symbols
- b) rites
- c) rituals
- d) cultural attributes
- e) cultural proxies

Answer: a

Bloom's: Application

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

91. Organizational \_\_\_\_\_ helps people in organizations make sense of their surroundings by conveying the expected norms of behavior.

- a) mission
- b) culture
- c) strategy
- d) design
- e) structure

Answer: b

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

92. The second layer of cultural analysis recognizes that \_\_\_\_\_ can play a critical part in linking together people and can provide a powerful motivational mechanism for members of the culture.

- a) organizational design
- b) observable culture
- c) common cultural assumptions
- d) shared values
- e) core values

Answer: d

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

93. Organizations with \_\_\_\_\_ possess a broadly and deeply shared value system that can provide a strong corporate identity and collective commitment.

- a) strong structures
- b) strong designs
- c) strong cultures
- d) strong artifacts
- e) strong top managers

Answer: c

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

94. Ramy is a member of a literature club in his college and has to wear a pin to show affiliation to the club. In this context, the pin is a(n) \_\_\_\_\_.

- a) symbol
- b) myth
- c) saga
- d) rite
- e) ritual

Answer: a

Bloom's: Application

Level: Difficult

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

95. Organizational \_\_\_\_\_ are unproven and frequently unstated beliefs that are accepted without criticism.

- a) rites
- b) routines
- c) sagas
- d) myths
- e) rituals

Answer: d

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

96. Which of the following statements is NOT accurate with respect to organizational myths?
- a) Myths are unproven and frequently unstated beliefs that are accepted without criticism.
  - b) Corporate mythology often focuses on cause–effect relationships that cannot be empirically supported.
  - c) Myths can allow executives to redefine impossible problems into more manageable components.
  - d) Myths can facilitate experimentation and creativity.
  - e) Myths are a heroic account of accomplishments and overcoming epic challenges.

Answer: e

Bloom's: Comprehension

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

97. Managers should consider doing all of the following to develop a strong culture for a unit EXCEPT:
- a) developing a widely shared understanding of what the organization stands for.
  - b) demonstrating a concern for management rules and procedures over employees.
  - c) using rituals and ceremonies to build a common identity.
  - d) recognizing and rewarding actions that illustrate the company's shared philosophy and concerns.
  - e) instilling a belief that information and ideas should be shared.

Answer: b

Bloom's: Comprehension

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

98. Tony is a new manager at Tone Corporation. He is listening to stories, ceremonies, and corporate rituals that make up the history of the company. In the context of the layers of cultural analysis, Tony is understanding the \_\_\_\_\_.
- a) common cultural assumptions within the organization
  - b) observable culture of the organization
  - c) nonverbal aspects of the organization
  - d) core values within the organization
  - e) shared values within the organization

Answer: b

Bloom's: Application

Level: Difficult

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

99. Managers establish and maintain strong cultures by
- a) increasing employee turnover.
  - b) using the authoritarian style of leadership.
  - c) encouraging employees to follow orders without question.
  - d) reinforcing ethnocentrism in the workplace.
  - e) designing and implementing effective reward systems.

Answer: e

Bloom's: Knowledge

Level: Difficult

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

100. \_\_\_\_\_ comprises the characteristics of a job, organization, or work situation that affect the way people in that situation act and interact.
- a) Organizational design
  - b) Organizational hierarchy
  - c) Organizational structure
  - d) Organizational behavior
  - e) Organizational context

Answer: e

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

101. \_\_\_\_\_ is the actions an organization takes to achieve long-term business goals.
- a) Organizational development
  - b) Organizational strategy
  - c) Organizational engineering
  - d) Organizational design
  - e) Organizational ecology

Answer: b

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

102. The concept of \_\_\_\_\_ states that people seek pleasure and avoid pain.
- a) utilitarianism
  - b) centralization

- c) ethnocentrism
- d) hedonism
- e) socialization

Answer: d

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

103. \_\_\_\_\_ is the process of learning the accepted norms or customs of an organization through formal and informal processes.

- a) Centralization
- b) Organizational design
- c) Socialization
- d) Social engineering
- e) Hedonism

Answer: c

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

104. In the context of organizational culture, \_\_\_\_\_ represent the values and norms that are practiced in an organization.

- a) enacted values
- b) espoused values
- c) explicit values
- d) formal values
- e) core values

Answer: a

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

105. Identify a true statement about espoused values.

- a) They are the explicitly stated values and norms preferred by an organization.
- b) They are seldom written down or posted anywhere.
- c) They are the implicit values of the employees of an organization.
- d) They are also referred to as enacted values.

- e) They represent the values and norms that are practiced in an organization.

Answer: a

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

### Fill in the blank

106. An organization chart with a few layers from top to bottom indicates a(n) \_\_\_\_\_ organizational structure.

Answer: flat

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

107. A diagram that depicts the formal structure of an organization is called a(n) \_\_\_\_\_.

Answer: organization chart

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

108. A(n) \_\_\_\_\_ shows where people are in the organizational hierarchy, how big or small certain divisions or departments are, where different offices are physically located, and what titles are assigned to various positions.

Answer: organization chart

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

109. The number of individuals reporting to a manager is called the manager's \_\_\_\_\_.

Answer: span of control

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

110. \_\_\_\_\_ is the degree to which the authority to make decisions is restricted to the highest levels of management.

Answer: Centralization

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

111. In a flat structure, decision-making is \_\_\_\_\_, meaning employees at front lines are empowered to make decisions.

Answer: decentralized

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

112. \_\_\_\_\_ is a division of labor that establishes specific work units or groups within an organization.

Answer: Departmentalization

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

113. A(n) \_\_\_\_\_ structure is the most bureaucratic of all structures.

Answer: mechanistic

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

114. Grouping individuals by skill, knowledge, and expertise is known as \_\_\_\_\_.



Answer: functional departmentalization

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

115. \_\_\_\_\_ groups individuals together by products, territories, services, clients, or legal entities.

Answer: Divisional departmentalization

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

116. In the context of the different types of organizational structures, a(n) \_\_\_\_\_ uses both the functional and divisional forms of departmentalization simultaneously.

Answer: matrix structure

Bloom's: Knowledge

Level: Easy

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

117. \_\_\_\_\_ rely on functional departmentalization, standardized work processes, and formalized systems of decision-making.

Answer: Bureaucracies

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

118. Firms with a(n) \_\_\_\_\_ structure emphasize hierarchy and control, and stress rules, policies, and procedures.

Answer: mechanistic

Bloom's: Knowledge

Level: Difficult

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

119. Mintzberg uses the term \_\_\_\_\_ to describe an organization with a mechanistic structure.

Answer: machine bureaucracy

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

120. \_\_\_\_\_ is the shared actions, values, and beliefs in an organization that guide the behavior of its members.

Answer: Organizational culture

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

121. \_\_\_\_\_ are groups of individuals who exhibit a unique pattern of values and a philosophy that is consistent with the organization's dominant values and norms.

Answer: Subcultures

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

122. \_\_\_\_\_ are groups whose patterns of values and philosophies reject those of the larger organization or social system.

Answer: Countercultures

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

123. Observable culture, shared values, and core values are the three layers of \_\_\_\_\_.

Answer: cultural analysis

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

124. In the context of the levels of cultural analysis, the \_\_\_\_\_ culture of a firm includes stories, ceremonies, and corporate rituals that make up the history of the firm or a group within the firm.

Answer: observable

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

125. In the context of the signs of organizational culture, \_\_\_\_\_ are embellished heroic accounts of accomplishments and overcoming epic challenges.

Answer: sagas

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

126. In the context of the signs of organizational culture, \_\_\_\_\_ are artifacts, objects, acts, or events that serve to transmit cultural meaning.

Answer: symbols

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

127. The "Miss America" type ceremonies of Mary Kay used to spotlight positive work achievements are examples of \_\_\_\_\_.

Answer: rituals

Bloom's: Application

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

128. In the context of the signs of organizational culture, \_\_\_\_\_ are standardized and recurring activities that are used at special times to influence the behaviors and understanding of organizational members.

Answer: rites

Bloom's: Knowledge

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

129. In the context of the signs of organizational culture, a(n) \_\_\_\_\_ is any object, act, or event that serves to transmit cultural meaning.

Answer: symbol

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

130. In the context of the signs of organizational culture, the corporate uniform worn by UPS delivery personnel is an example of a(n) \_\_\_\_\_.

Answer: symbol

Bloom's: Application

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

131. In the context of the signs of organizational culture, a(n) \_\_\_\_\_ is an unproven and frequently unstated belief that is accepted without criticism.

Answer: organizational myth

Bloom's: Knowledge

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

132. A(n) \_\_\_\_\_ structure is typical of companies that organize around projects, such as engineering or construction firms, that require adaptability to the needs of changing projects but efficiency in operating procedures and results.

Answer: matrix

Bloom's: Knowledge

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

133. The concept of \_\_\_\_\_ suggests that people are likely to continue behaviors that are rewarded and avoid those that are punished.

Answer: hedonism

Bloom's: Knowledge

Level: Difficult

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

### Essay

134. Differentiate between tall and flat organizational structures. Discuss span of control in the context of organizational structure.

Suggested Answer: An organization chart with many layers and levels of authority indicates a tall organizational structure; one with fewer layers from top to bottom indicates a flat structure. Tall structures are typically indicative of a more bureaucratic work environment, whereas flat structures are usually more empowered work environments. Flat structures have a wider span of control, which reflects the number of individuals reporting to a given supervisor. When spans of control are wider, supervisors cannot manage in a traditional sense due to the sheer number of people. As a result, employees in these types of structures are usually more autonomous or empowered.

Bloom's: Analysis

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

135. What is departmentalization? Identify and briefly describe two common forms of departmentalization.

Suggested Answer: Departmentalization refers to how specific work units or groups are divided and coordinated within an organization. Two common forms of departmentalization are functional

departmentalization, which involves grouping individuals by skill, knowledge, and expertise, and divisional departmentalization, which organizes work and people by products, territories, services, clients, or legal entities.

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

136. What is organizational structure? How is it an important contextual factor in organizational behavior?

Suggested Answer: Organizational structure is the way work is organized and coordinated. It is like the skeleton of a company, showing how work is distributed, the number and type of positions, lines of authority, and reporting relationships within and across work units. Structure influences how people do their jobs and the way people work together in an organization. Because it specifies reporting relationships and shows how departments are positioned relative to one another, it also can provide hints or clues to power dynamics in an organization.

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

137. Describe mechanistic and organic organizational structures.

Suggested Answer: A mechanistic structure emphasizes hierarchy and control. Organizations with this type of structure stress rules, policies, and procedures. The mechanistic structure is the most bureaucratic of the structures, designed around standardized work processes and formalized mechanisms for decision-making. There is often extensive use of functional departmentalization throughout the company. An organic structure is highly fluid and adaptable. It is designed to change in accordance with the needs of the environment. It is typically a flat organizational structure based on decentralized decision-making. There are fewer functional silos, meaning that employees work in a more collaborative and horizontal, rather than vertical, manner. Organizations with this structure often have a more open workspace and more informal, rather than formal, communication. Jobs are also more fluid, with people reassigned more often based on changing work demands.

Bloom's: Comprehension

Level: Medium

Learning Objective 1: Define organizational context and explain how it affects behavior.

Section Reference: Why Context Matters in OB

138. What is organizational culture? What is corporate culture? Is a firm's culture important? Why or why not?

Suggested Answer: Organizational culture is the shared actions, values, and beliefs that guide the behavior of its members. In the business setting, this system is often referred to as the corporate culture. Just as no two individual personalities are the same, no two organizational cultures are identical. Culture

is important because it influences how people behave in organizations. Typically people gravitate to the kind of culture they like, but not always. Sometimes people don't know what a culture is until they join an organization. They learn the culture by experiencing it. Culture works to build collective identity. Organizations with a clear identity are said to have a strong culture. They have a shared understanding regarding who organizational members are and what it means to be part of the organization.

Bloom's: Evaluation

Level: Easy

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

139. What is a subculture? How is a subculture different from a counterculture?

Suggested Answer: Subcultures are groups of individuals who exhibit a unique pattern of values and philosophies that is still consistent with the organization's dominant values and norms. For example, in organizations, functional areas often have different subcultures, such as the differences between engineering, IT, finance, and sales departments. The key to it being a subculture is that its values do not clash with those of the larger organization. Countercultures are groups whose patterns of values and philosophies reject those of the larger organization or social system.

Bloom's: Analysis

Level: Medium

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures

140. Briefly discuss how managers build and maintain strong cultures.

Suggested Answer: Managers establish and maintain effective cultures by protecting and promoting core values, treating employees with respect, reinforcing ethical standards, and designing and implementing effective reward systems. In particular, they

- develop a widely shared understanding of what the organization stands for through communication and messaging;
- demonstrate concern for individuals over rules, policies, procedures, and adherence to job duties;
- recognize and reward actions that illustrate the company's shared philosophy and concerns;
- use ritual and ceremony as important to members and to build a common identity; and
- instill a belief that what employees and managers do is important and that information and ideas should be shared.

Bloom's: Comprehension

Level: Difficult

Learning Objective 2: Explain what organizational culture is and why it is important for organizations to build strong cultures.

Section Reference: Building Effective Organizational Cultures