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QUESTION 1

A manager found that instructions given to a subordinate were not followed. A review of the cause of the failure revealed that the manager was interrupted by several telephone calls while issuing the instructions. In terms of problems in the communications chain, the interruptions are:

- A. Noise.
- B. Nonverbal feedback.
- C. Semantics.
- D. Closure.

Correct Answer: A

Noise in the communication channel refers to any disruption that impedes the encoding, sending, or receipt of a message, such as being interrupted by several telephone calls while issuing instructions.

QUESTION 2

Which of the following conflict resolution techniques has the goal of maintaining harmonious relationships by placing another's needs and concerns first?

- A. Accommodation.
- B. Compromise.
- C. Collaboration.
- D. Avoidance.

Correct Answer: A

The goal of accommodation is maintaining harmonious relationships by placing an emphasis on another's needs and concerns.

QUESTION 3

A strategic group analysis does all but which of the following?

- A. Determines what mobility barriers exist.
- B. Forecasts future group actions and trends.
- C. Considers how the firm compares with the competitors within the chosen strategic group.
- D. Predicts reaction patterns to events such as competitive attacks.

Correct Answer: C



An overall industry analysis, not a strategic group analysis, considers how the firm compares with the competitors within the chosen strategic group, e.g., on the basis of its scale of operations, the intensity of group rivalry, and the differences in the ability of the group members to implement their strategies.

QUESTION 4

A firm in a fragmented industry must position itself by adopting a competitive strategy appropriate to the industry. Which of the following is most clearly a focus strategy?

- A. Specialization by product type.
- B. Backward integration.
- C. An emphasis on low overhead and low payroll.
- D. Development of formula facilities.

Correct Answer: A

A focus strategy is directed at a buyer group, segment of the product line, or geographic area. Thus, the strategic target is narrow compared with an industry wide strategy designed to achieve cost leadership or product differentiation. Specialization by product type or segment is a focus strategy. This focus may enhance bargaining power with suppliers. It may also increase differentiation because of the perceived expertise and image. The downside is reduced growth opportunities.

QUESTION 5

According to management literature, worker absenteeism, turnover, and error rates are likely to be greatest:

- A. When workers alternate in performing different jobs.
- B. In simplified assembly-line jobs.
- C. In job sharing situations.
- D. When flexible working hours are provided.

Correct Answer: B

The literature tends to support the theory that, while job satisfaction has an economic importance only indirectly related to productivity, satisfied workers exhibit lower rates of absenteeism, turnover, tardiness, apathy, and sabotage. Organizations with more organic or flexible organization structures may use more of the worker's skills and present a greater variety of work challenges, thus improving morale. Mass production technology usually involves repetitious, boring tasks.