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MGMT 301 (Johnson) – Final Exam – Practice Exam Solutions

1. D; This is not a benefit of ritual in the workplace; Rites and rituals are not benefits at all, but rather activities that help connect employees to the organization
2. C; Dish Network was doing a business model innovation; it identified the acquisition of Blockbuster as an opportunity
3. E; Both B and D are true; A change leader does not wait for events to unfold nor support the status quo
4. C; Businesses go global primarily to increase earnings; going global can increase the potential market share, add new markets, and generally increase the opportunity to earn more revenue
5. B: Franchise; examples of franchisor/franchisee relationships include fast food chains like McDonald's
6. C; This is cultural intelligence
7. A; Hofstede identified the 5 value differences between cultures;
8. A; Force-coercion is NOT one of the phases of planned change; force-coercion is a strategy used by some managers to effect change
9. E; Rejection is NOT part of the process of adjusting to a new culture; the 5 stages of the process are confusion, small victories, honeymoon, irritation and anger, and reality
10. B; Actively developing, communicating, and enacting shared values
11. B; This is a low-context culture
12. D; This is the Foreign Corrupt Practices Act
13. B; A joint venture is not a means of entering a global market from your home country; joint ventures enable you to access new markets without the risk of making mistakes in the new country
14. A; Greenfield venture
15. A; this is Decision-making
16. B; This is a transnational corporation; These has a high pressure for integration and high pressure for local responsiveness
17. A; this is Job design;
18. A; A project team is assembled for task-specific reasons
19. B; A virtual team uses technology to connect and work; a virtual team would be particularly useful if you are working across national lines
20. D; this would be a maintenance activity because you are doing this to support the emotional life of the team

21. D; Competition, which is Low Cooperation/High Assertiveness
22. B; Insourcing; in contrast, outsourcing is shifting local jobs to foreign locations
23. C; Socialization is the process through which employees learn the organizational culture
24. E; Importing
25. A; this is called teamwork
26. D; Teams do NOT eliminate conflict
27. E; This is a cross-functional team
28. B; you are at the performing stage
29. B; This is a product innovation
30. A; This is outsourcing
31. E; Globalization
32. B; Ron is using an international model for his beanbag chairs
33. A; They are the franchiser
34. A; This is a process innovation; these result in better ways of doing things
35. A; IBM is now a services provider
36. D; Integration and Responsiveness
37. B: This manager is primarily acting as a facilitator in this type of team
38. D; this is norming
39. C; you are engaging in transformational change.
40. B; 70% of transformation efforts fail, largely due to bad implementation
41. C; We look at Kubler-Ross' work on grief because grief is related to change.
42. C; this is force-coercion strategy
43. A; team membership is not part of the team effectiveness formula
44. E; Your conflict mode is accommodating
45. D; They are referring to the organizational culture
46. D; Perks provided is NOT part of observational culture; remember that observational culture is the stuff you can see and observe when you are walking around the office



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MGMT 301 (Johnson) – Final Exam – Check Your Understanding Solutions

Check Your Understanding – Chapter 9 - Culture, Innovation & Change

1. E; Cultures do not develop managers. They do, however, shape attitudes, reinforce beliefs, direct behavior, and set expectations
2. A; Managers are not required to embrace the status quo; indeed, this might not be the best choice for a manager; we do expect managers to develop culture, manage change, and encourage innovation
3. B; Community is not part of Schein's levels of culture
4. A; Idea implementation is not part of commercializing innovation

Check Your Understanding – Chapter 10 - HR Management

1. A; SHRM stands for Society for Human Resource Management, a professional organization
2. E; Affirmative action is not a step for selecting a job candidate
3. Mentoring assigns earlier-career professionals to more senior employees so the less-experienced employees can learn from the more-experienced employees in specific areas; Coaching involves getting performance advice from a more experience employee; Coaching is more focused on performance evaluation/feedback while mentoring is more about acquiring new skills and feeling that you are more connected to your company (this is covered on page 13 of your study guide)

Check Your Understanding – Chapter 17 – Global Cultures/Business

1. 7 Reasons Companies go Global:
 - a. **New markets** – Customers and profits
 - b. **Sourcing** – Suppliers of goods and services
 - c. **Financing** – Capital to expand
 - d. **Labor** – Low cost and skilled
 - e. **Risk** – Business, natural or country

- f. **Technology** – Communications and data
- g. **MAKE MONEY**

2. A foreign subsidiary is a local operation *completely* owned by a foreign firm. A joint venture is when a company operates in a foreign country through co-ownership with local partners
3. Globalization is the process of growing interdependence among elements of the global economy
It is personal because an individual must be able to operate in a global environment. It is corporate because businesses must work with other cultures.
4. Integration Responsiveness Grid quadrants are:
 - a. Global
 - b. Transnational
 - c. International
 - d. Multinational