People who work together every day to perform a complete unit of work are referred to as _____ teams.

a. self-managed
b. natural work
c. virtual
d. project

Answer: B

AACSB: Analytic
Page: 316

_____ are responsible for establishing overall quality policy and for guiding the implementation and evolution of quality throughout the organization.

a. Project teams
b. Virtual teams
c. Quality improvement teams
d. Steering committees

Answer: D

AACSB: Analytic
Page: 317

Two basic types of problem-solving teams are _____ and _____.

a. departmental; cross-functional
b. project-wise; in-house
c. self-managed; ad-hoc
d. institutional; networked

Answer: A

AACSB: Analytic
Page: 317

_____ teams are becoming important because of increasing globalization, flatter organizational structures, an increasing shift to knowledge work, and the need to bring diverse talents and expertise to complex projects and customize solutions to meet market demands.

a. Leadership
b. Project
c. Leadership
d. Virtual

Answer: D

AACSB: Analytic
Page: 321

_____ teams are chartered to perform one-time tasks such as technology implementation.

a. Virtual
b. Problem-solving
c. Project
d. Leadership

Answer: C

AACSB: Analytic
Page: 322
. _____ are full-time Six Sigma experts who are responsible for Six Sigma strategy, training, mentoring, deployment, and results.
   a. Champions
   b. Master Black Belts
   c. Black Belts
   d. Green Belts
   Answer: B
   AACSB: Analytic
   Page: 322

. Research has found that people in _____ like the United States have more of a tendency to resist self-managed teams.
   a. individualistic cultures
   b. capitalistic countries
   c. multicultural states
   d. developed nations
   Answer: A
   AACSB: Diversity
   Page: 338

. _____ refers to any activity by which employees participate in work-related decisions and improvement activities, with the objectives of tapping the creative energies of all employees and improving their motivation.
   a. Employee involvement
   b. Employee engagement
   c. Workforce management
   d. Job enrichment
   Answer: A
   AACSB: Analytic
   Page: 350

. One of the easiest ways to involve employees on an individual basis is:
   a. career guidance systems.
   b. quality circles.
   c. the suggestion system.
   d. management by objectives.
   Answer: C
   AACSB: Analytic
   Page: 350

. _____ represents the highest level of engagement.
   a. Employee participation
   b. Enlargement
   c. Enrichment
   d. Empowerment
   Answer: D
   AACSB: Analytic
   Page: 351
Empowerment resembles Juran’s concept of:

a. quality function deployment.
b. self-control.
c. steering committees.
d. self-managed teams.

Answer: B

Which of the following is a progressive measure used by organizations to determine their compensation systems?

a. Revenue growth
b. Cost management
c. Cycle time reduction
d. Profitability

Answer: C

The job characteristics theory states that people will be more motivated to work and more satisfied with their jobs to the extent that their jobs possess certain core characteristics which include all of the following except:

a. skill variety.
b. task identity.
c. growth potential.
d. task significance

Answer: C

Three factors have been identified that will influence the way people react to jobs that have high levels of the task characteristics. Which of the following is not one of them?

a. Knowledge and skill
b. Growth need strength
c. Satisfaction with contextual factors
d. Organizational commitment

Answer: D

Which of the following core job characteristics does not lead to the ‘experienced meaningfulness of the work’?

a. Skill variety
b. Autonomy
c. Task identity
d. Task significance

Answer: B
The acquired needs theory perspective on employee motivation states that people are motivated by:

- work that fulfills their needs.
- environmental factors in the organization.
- new challenges that exercise their skills.
- incremental financial incentives.

Answer: A
AACSB: Analytic
Page: 368

Acquired needs theory has been studied with specific reference to all of the following needs except:

- the need for achievement.
- the need for affiliation.
- the need for security.
- the need for power.

Answer: C
AACSB: Analytic
Page: 368

The need most likely to be fulfilled by participation in quality-based initiatives is the need for

a. affiliation
b. achievement
c. security
d. power

Answer: A
AACSB: Reflective Thinking
Page: 368

Employees with a high need for _____ are likely to be quite frustrated with traditional organizations that give them little influence.

a. affiliation
b. achievement
c. security
d. power

Answer: D
AACSB: Reflective Thinking
Page: 369

Consideration includes all of the following except:

- taking care of subordinates.
- getting people organized.
- explaining things to them.
- being concerned about their welfare.

Answer: B
AACSB: Analytic
Page: 395
\[
\begin{align*}
\text{_____ is defined in terms of looking for mistakes and enforcing rules to avoid mistakes.} \\
\quad &\text{a. Active management by exception} \\
\quad &\text{b. Management by alternatives} \\
\quad &\text{c. Passive management by exception} \\
\quad &\text{d. Management by forced-feedback} \\
\text{Answer: A} \\
\text{AACSB: Analytic} \\
\text{Page: 397} \\
\end{align*}
\]

\[
\begin{align*}
\text{_____ includes use of contingent punishments and other corrective actions in response to deviations from acceptable performance standards.} \\
\quad &\text{a. Active management by exception} \\
\quad &\text{b. Management by objectives} \\
\quad &\text{c. Management by alternatives} \\
\quad &\text{d. Passive management by exception} \\
\text{Answer: D} \\
\text{AACSB: Analytic} \\
\text{Page: 397} \\
\end{align*}
\]

\[
\begin{align*}
\text{_____ leadership is more aligned with organizational change required by total quality.} \\
\quad &\text{a. Charismatic} \\
\quad &\text{b. Transactional} \\
\quad &\text{c. Situational} \\
\quad &\text{d. Transformational} \\
\text{Answer: D} \\
\text{AACSB: Analytic} \\
\text{Page: 397} \\
\end{align*}
\]

\[
\begin{align*}
\text{The _____ model suggests that the style of leadership that one should use depends on the maturity of those being led.} \\
\quad &\text{e. situational leadership} \\
\quad &\text{f. maturity-flexibility} \\
\quad &\text{g. power-distance} \\
\quad &\text{h. authoritarian} \\
\text{Answer: A} \\
\text{AACSB: Analytic} \\
\text{Page: 397} \\
\end{align*}
\]

\[
\begin{align*}
\text{Readiness is characterized by all of the following except:} \\
\quad &\text{e. skills and abilities to perform the work.} \\
\quad &\text{f. tenure.} \\
\quad &\text{g. commitment.} \\
\quad &\text{h. motivation.} \\
\text{Answer: B} \\
\text{AACSB: Analytic} \\
\text{Page: 398} \\
\end{align*}
\]
Organizational changes resulting from operational assessment activities are referred to as _____ changes.

a. strategic
b. system
c. process
d. cyclic
Answer: C

AACSB: Analytic
Page: 408

_____ are often seen as feeding territorial competition, stifling information flow, and feeling threatened by continuous improvement efforts.

a. Senior managers
b. Production workers
c. Middle managers
d. Third party vendors
Answer: C

AACSB: Reflective Thinking
Page: 417

_____ refer to the accumulated intellectual resources that an organization possesses, including information, ideas, learning, understanding, memory, insights, cognitive and technical skills, and capabilities.

e. Intellectual property
f. Database
g. Knowledge assets
h. System intelligence
Answer: C

AACSB: Analytic
Page: 424

_____ knowledge includes information stored in documents or other forms of media.

a. Data
b. Explicit
c. Archival
d. Tacit
Answer: B

AACSB: Analytic
Page: 424

A learning organization’s ability to identify and transfer best practices within the organization is called _____ benchmarking.

e. competitive
f. generic
g. internal
h. process
Answer: C

AACSB: Analytic
Page: 428
In the context of organizational learning, ____ are policies, practices, or actions that prevent people involved in a group activity from being embarrassed or threatened, and, at the same time, prevent people from learning how to reduce the causes of embarrassment or threat.

a. comfort zones  
b. defensive routines  
c. embedded rituals  
d. culture traps  

Answer: B  

AACSB: Analytic  
Page: 432

The source of most change considered in organizational theory is/are:

a. top management  
b. environmental changes  
c. quality metrics  
d. customers  

Answer: A  

AACSB: Analytic  
Page: 433

The study on organizational change conducted by Goch and French found that the change was more successful in the group:

a. that was assisted by third-party vendors.  
b. in which the change was imposed by the management.  
c. in which representatives devised the change.  
d. that the workers themselves devised the change.  

Answer: D  

AACSB: Analytic  
Page: 433