Assessment 1 - Quiz 2 (Week 11) HRMT20028

Question 1

The decision as to whether performance management practices should be based on the individual or the group is dependent upon:

Select one:

a. reward systems

b. workplace technology

c. organisation culture

d. employee involvement

Question 2

360-degree feedback is more useful for:

Select one:

a. affirmative action decisions

b. promotion decisions

c. pay decisions

d. member development

Question 3

Mechanistic organisation designs support:

Select one:

a. flexible work practices

b. manufacturing processes

c. efficiency an control

d. innovation and change

Question 4

A decentralised, global division structure is best suited to:

Select one:

a. the global strategic orientation

b. global strategic change organisations

c. the international strategic orientation

d. the multinational strategic orientation

Question 5

Organisation development (OD) practitioners can alert key managers and potential candidates for the international assignments to:

Select one:

a. the need for cultural training

b. the increasing sophistication of foreign firms

c. different regulatory environments

d. appropriate organisation structures

Question 6

Which of the following models relates work performance to rewards?

Select one:

a. open systems theory

b. performance measurement theory

c. performance management theory

d. value expectancy theory

Question 7

Establishing the diagnostic relationship between the consultant and the relevant organisation members is similar to forming:

Select one:

a. a partnership

b. a mentor/mentee relationship

c. a contract

d. a professional bond

Question 8

Before creating an organisation design to operate globally, companies should:

Select one:

a. increase cultural diversity in the workplace

b. centralise structures

c. develop a strategic orientation to compete internationally

d. standardise products

Question 9

The term 'knowledge objects' refers to:

Select one:

a. organised channels for leveraging knowledge throughout the organisation

b. explicit forms of knowledge that can be extracted from people

c. reports and other data sources organised into meaningful categories

d. objective information

Question 10

Sampling becomes an issue when data are collected:

Select one:

a. from all members, behaviours or records

b. from representative members, behaviours or records

c. from small samples

d. from selected members, behaviours or records

Question 11

The major problems with unobtrusive measures include:

Select one:

a. inaccurate reporting by individuals

b. competitive biases in performance information

c. access to data may be restricted by those resisting the intervention

d. records may not include data in a form that is usable by the consultant

Question 12

The motivational approach to work design views the effectiveness of organisational activities as a function of:

Select one:

a. members' needs and satisfaction

b. quality circles

c. re-engineered organisations

d. process-based structures

Question 13

When organisation development (OD) is applied across different regions and countries, interventions must allow for:

Select one:

a. building horizontal linkages

b. differences in cultural and economic conditions

c. developing vertical linkages

d. changing the values of the local organisation

Question 14

A good diagnostic relationship helps organisation members to:

Select one:

a. start thinking about issues that concern them

b. become more collaborative

c. provide valid information

d. trust the organisation development (OD) practitioner

Question 15

In re-engineering, it is important to focus on:

Select one:

a. large, strategically important, cross-functional processes

b. continuity in work flows and processes

c. measuring behaviours, such as absenteeism and grievances

d. business process management

Question 16

When faced with the competing values of internal versus external forces, organisations must choose between:

Select one:

a. emphasis on the external environment and addressing internal efficiencies

b. adjusting structures or processes as a strategic priority

c. attending to integration problems of internal operations and the competitive issues in the external environment

d. adopting a hierarchical or a built-to-change structure

Question 17

Internal company dynamics that may trigger transformational change include:

Select one:

a. senior executive turnover

b. changes to the regulatory framework

c. technology changes

d. shortened product life cycles

Question 18

Double-loop learning is also known as:

Select one:

a. cyclical learning

b. adaptive learning

c. generative learning

d. Model I learning

Question 19

Discontinuous shifts in mental or organisational frameworks are known as:

Select one:

a. gamma change

b. a new organisation paradigm

c. systematic and revolutionary change

d. continuous learning and change

Question 20

Some organisation development (OD) practitioners argue that implementing culture change is difficult, if not impossible, because:

Select one:

a. the culture provides a defence against internal uncertainties and threats

b. values and assumptions are subjective ideas that cannot be changed

c. members may have vested interests in maintaining the existing culture

d. cultures are not a source of competitive advantage