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QUESTION 1

Which of the following is false with regard to email policies?

- A. Employees may use informal writing because email is often informal in nature.
- B. Employees should understand that the organization has a legal right to monitor the employees' use of the email system.
- C. Filters should be used to protect against spam.
- D. Emails should be concisely written.

Correct Answer: A

The principles of good writing still apply to emails. Therefore, emails should be written like any other formal communication within the organization.

QUESTION 2

When supervising employees, the behavior most likely to attain long-term positive results for a manager would be to:

- A. Discipline employees immediately using oral reprimands, written warnings, and temporary suspensions.
- B. Hold weekly meetings during which employees are reminded of work procedures and are praised for the week's accomplishments.
- C. Praise employees on a random schedule and link rewards to performance.
- D. Tell employees that working overtime now will result in a better performance review in 6 months.

Correct Answer: C

Variable-interval schedules of reinforcement lead to higher performance. Employees are more alert because of the uncertainty involved, and performance and reward are connected.

QUESTION 3

The key ingredient to group effectiveness is:

- A. Challenge.
- B. Trust.
- C. Norms.
- D. Roles.

Correct Answer: B

Groups in the acceptance stage of group development tend to be effective and efficient. This stage is characterized by

personal and mutual understanding, tolerance of individual differences, constructive conflict about substantive matters, realistic expectations about group performance, and acceptance of the authority structure. The resulting trust engenders cohesiveness and a free exchange of information between group members.

QUESTION 4

Which of the following is least likely to be an example of synergy?

- A. A shopping mall with several businesses providing different products and performing different services.
- B. A car dealership providing warranties on automobile parts to maximize customer value.
- C. A manufacturing company hiring a new manager with technological experience lacking in the company.
- D. Military Humvees being converted into sports utility vehicles for sale to civilians.

Correct Answer: B

Synergy occurs when the combination of formerly separate elements has a greater effect than the sum of their individual effects. However, a car dealership's provision of warranties reflects an operational strategy designed to provide post-purchase services to gain a competitive advantage and maximize customer value. It does not reflect the complementary sharing of resources, technology, or competencies. In contrast, synergy arises from selling a line of cars that share some components or a brand identification.

QUESTION 5

Which of the following are steps in a customer value analysis (CVA)?

I. Determining what customers value

II.

Having customers rank the relative significance of the elements of customer value III. Evaluating how well the firm and its competitors perform relative to the elements of customer value IV. Focusing on performance with respect to each element of customer value

A.

I, III, and IV only.

B.

I, II, and III only.

C.

I, II, and III only.

D.

I, II, III, and IV.

Correct Answer: D

The steps in a CVA are to:

Determine what customers value.

Assign quantitative amounts to the elements of customer value and have customers rank their relative significance.

Evaluate how well the firm and its competitors perform relative to each element.

Focus on performance with respect to each element, vis-a-vis an important competitor in a given market segment.

Repeat the foregoing steps as circumstances change.

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