1. _____is a subunit composed of a group of people, working together, who possess similar skills or use the same kind of knowledge, tools, or techniques to perform their jobs.
   A) Hierarchy
   B) Class
   C) Function
   D) Division

2. According to contingency theory, in order to manage its environment effectively, an organization should _____.
   A) Use mechanistic structures to make organizational decisions
   B) Design its internal structure to match with the external environment conditions
   C) Concentrate all authority with the top-management level
   D) Limit the extent of internal differentiation and integration

3. A high level of formalization typically implies:
   A) A diffusion of power across the organization
   B) Centralization of authority
   C) Mutually adjusted approach to decision-making
   D) Encouragement of innovation and flexibility

4. An advantage of centralization is that _____
   A) Keeps the organization focused on organizational goals
   B) Gives managers ample time to focus on strategic decision-making
   C) Allows lower-level managers to make on-the-spot decisions
   D) Promotes flexibility and responsiveness within an organization.

5. An organization should adopt decentralization if it_____
   A) Needs flexibility and responsiveness
   B) Requires high levels of internal control
   C) Aims to keep the operational costs low
   D) Faces problems in coordinating the activities

6. Which of the following is an integration mechanism where an existing manager meets face to face to coordinate activities?
   A) Integrating role
   B) Task force
   C) Integrating department
   D) Direct contact

7. _____ refers to the way in which an organization groups organizational tasks into roles and roles into subunits.
   A) Vertical integration
   B) Horizontal differentiation
   C) Vertical differentiation
   D) Horizontal integration

8. What is NOT a key strength of the custom-response network?
   A) High connectivity and open problem solving among employees
   B) Employees are enabled to focus on their taskwork activities
   C) Increases novel combinations of expertise
   D) More creativity and innovation in the company

9. Which statement is FALSE about non-routine decisions? Non-routine decisions…
   A) Involve novel, important, and complex situations
   B) Are often preprogrammed in rules and/or procedures
   C) Often influence the overall direction of the company
   D) Can benefit from group-based decision making

10. There are several phases in decision-making. The first step usually involves identifying the problem that needs to be addressed with a decision. What human tendency/bias typically does NOT trouble this phase in the decision-making process?
    A) Tendencies to define problems in terms of their solutions
    B) Tendencies to diagnose problems in terms of its symptoms
    C) Tendencies to defend oneself against unpleasant perceptions
    D) Tendencies to blame other persons for one's own mistakes

11. During decision-making processes, `sunk costs´ are related to…
    A) Escalation of commitment
    B) Representativeness bias
    C) Framing bias
    D) Anchoring bias

12. When a company only selects innovation projects developed by a select group of similar employees (e.g., employees from the same department or employees with the same field of experience), the company's innovation process is probably troubled by_____.
    A) Fragmentation
    B) Insularity
    C) Domination
    D) Structural holes

13. People are involved in routine decision-making for different reasons. Which individuals are unlikely to contribute to routine decision-making and therefore should be excluded from such processes?
    A) Advise provides
    B) Input providers
    C) Those who "wanted to know"
    D) Those who "needed to know"

14. What is a "network broker" in an organizational informal network?
    A) Someone who is always broke and needs to borrow money from network partners
    B) Someone with a formal leadership position inside his or her team

C) Someone who connects otherwise unconnected groups in the organization

D) Someone who has an extensive external network with people from other companies

15. What would be an example of a parallel team?
    A) Maintenance team
    B) Top management team
    C) Quality circle
    D) Product design team

16. In teams with _____, team members complete their work assignments independently, and then this work is simply 'piled up' to represent the group's output.
    A) Piled interdependence
    B) Pooled interdependence
    C) Sequential interdependence
    D) Reciprocal interdependence

17. The personalities of team members can affect team effectiveness. With regard to the personality characteristic "extraversion", what would be the ideal composition for a team?
    A) All team members have low levels of extraversion
    B) All team members have medium levels of extraversion
    C) Some team members have high levels of extraversion and other team members have lower levels of extraversion
    D) All team members have high levels of extraversion

18. When we talk about team effectiveness, we do NOT refer to:
    A) The quality of the team's output
    B) The team members' willingness to continue to work for the team
    C) The efficiency with which the team realizes its goals
    D) The competencies of the team members

19. During lecture 3, we discussed problems that trouble team research. What is a key problem within current team research?
    A) Team research has focused too much on external team processes
    B) Team research has focused too much on internal team processes
    C) Team research had focused too much on generic "success factors" that may not work for all types of teams
    D) Team research has failed to use objective methods to examine team effectiveness

20. An organization suffers from ineffective teams. It seems that best-practices developed by one team are never shared with other teams. Teams are therefore less effective than they could be, because they have to reinvent the wheel (rather than relying on the other team's knowledge). What kind of informal network problem is most likely to cause this:
    A) Teams have too many external connections to other teams
    B) Teams lack a sufficient number of external connections
    C) Teams have too dense internal team networks
    D) Teams have too centralized internal team networks

21. The _____ specifies how the team is connected to other teams inside and outside the organization.
    A) Organizational informal network
    B) External team network
    C) Internal team network
    D) Structural hole

22. According to goal setting theory, employees are generally motivated to realize challenging goals. Why are employees motivated to realize challenging goals?
    A) Because employees want to feel competent and increase their self-efficacy
    B) Because it is expected from employees to work towards realizing challenging goals
    C) Because employees are afraid to lose their job if they fail to realize challenging goals
    D) All of the above

23. _____ have an inaccurate perception of the informal network and therefore fail to leverage it as a means to get work done.
    A) Formalists
    B) Disconnected experts
    C) Biased networkers
    D) Chameleons

24. This otherwise high performer does not address skill gaps – deficiencies of technical expertise, decision-making ability, or interpersonal style – by leveraging relationships.
    A) Formalists
    B) Disconnected experts
    C) Biased networkers
    D) Chameleons