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- 14-- Teams are integrating mechanisms that are favored by firms in rapidly changing environments.
- 15--The major goals at the top of the hierarchy are normally expressed in terms of revenue.
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- 17--All goals are important and will achieve the desired behavior if they are precise, measurable, and have a deadline.
- 18-- The people in organization architecture refers to the strategy used to recruit, compensate, motivate, and retain those individuals and the type of people they are in terms of their skills, values, and orientation.
- 19--A crucial task for managers is to design an organization architecture that makes sense for the market in which an enterprise competes and the basic strategic positioning it is trying to achieve.
- 20-- Vertical differentiation refers to the formal division of the organization into subunits.
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- 22--The stock of employees includes how many people are currently employed in each job group with specific competencies.
- 23--To estimate future internal HR supply at the micro-level, managers use estimates of past flows of people through and out of the organization.
- 24--Surface-level diversity is a legal imperative.
- 25--The Age Discrimination in Employment Act of 1967 protects individuals who are 40 years of age or older.
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4--The Airbus A380 Megajet is now several years behind schedule. One of the reasons for the delay was the wiring system did not fit properly into the outer shell of the airplane. In 2000 Airbus decided to become an integrated corporation, knitting together the aerospace companies located in France, Germany, Britain, and Spain into one pan-European business. The wiring was designed in Germany and was to be installed in France where it was discovered that the wiring did not fit in the plane (the design software used in each country is not compatible with that used in the other locales). The likely cause of this major problem is the Airbus lack of successful _____ management.

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28—According to expectancy theory, the individual's perception that his or her effort will result in a particular level of performance is called:

- A) E-to-P expectancy.
- B) E-to-O expectancy.
- C) P-to-O expectancy.
- D) outcome valences.

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- A) Increase the belief that good performance will result in certain outcomes.
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30—José had set goals for his crew that were measurable, attainable and had a deadline. The crew outdid themselves and met each goal with time to spare. José was also interested in why the crew met the goals so that he could replicate this behavior with other crews. Which theory of motivation would explain why the crews behaved as they did?

- A) Maslow's hierarchy
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- C) four-drive theory
- D) expectancy theory

31—The location of decision-making responsibilities in the firm, the formal division of the organization into subunits, and the establishment of integrating mechanisms to coordinate the activities of subunits is an organization's:

- A) Architecture.
- B) Structure.
- C) Control system.
- D) Culture.

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- A) Pay scales.
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- C) Incentives.
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- A) Organizational architecture refers to the buildings in which the organization is housed.
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