# Answers
## Chapter 12 Quiz

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| 1. What are Griener's four challenges of growth?                         | 1. Leadership  
2. Autonomy  
3. Control  
4. Bureaucracy                                                             |
| 2. List as many different ways of working as you can.                    | ➢ Full/part-time  
➢ Regular hours/shift work  
➢ Fixed-wage or salary/commission/piecework                                    |
| 3. What is a job description?                                            | A list of the things an employee has to do and what they will be held accountable for in this role.                                   |
| 4. What is a person specification?                                       | The criteria on which to base selection of an employee.                                                                                  |
| 5. What might go into a person specification?                            | ➢ Educational attainment  
➢ Experience (e.g. retail sales etc.)  
➢ Knowledge (e.g. marketing etc.)  
➢ Skills/abilities (e.g. team-working etc.)  
➢ Personal attributes (e.g. flexibility etc.)  
➢ Personal characteristics (e.g. friendly etc.)  
➢ Personal circumstances (e.g. able to work evenings)                      |
| 6. What is a contract of employment?                                     | A legal contract that lays down the terms and conditions of employment.                                                                   |
| 7. List the sort of things that might go into a                         | ➢ Nature of the business  
➢ Identity, role and title of founders                                                                                                  |
| shareholders’ agreement. | Legal form of business  
|                        | Distribution of shares between founders  
|                        | Consideration paid for shares or ownership share of each founder (for cash or other consideration)  
|                        | Intellectual property signed over to company by founders  
|                        | Rights to appoint and remove directors  
|                        | Dividend policy  
|                        | Terms to protect minority shareholders  
|                        | Terms regulating the raising of capital (to avoid diluting existing shareholding)  
|                        | Conditions affecting founders regarding the valuation and disposal of shares, including buy-back clauses  
|                        | Other limitations on directors’ and/or shareholders freedom of action  
|                        | Resolution of disputes between shareholders |

| 8. How might a start-up source its skills needs? | Founders  
|                                               | Managers and employees  
|                                               | Professional advisors  
|                                               | Investors  
|                                               | Partners  
|                                               | Board of directors |

| 9. List as many organizational structures as you can. | Spiders web  
|                                                   | Hierarchical  
|                                                   | Matrix.  
|                                                   | Organic |

| 10. What factors might affect decisions about structure? | Size, environment, task complexity and the preferences of the founder. |


| 12. What are cognitive processes? | The beliefs, assumptions and attitudes that staff hold in common and take for granted. |

| 13. What factors affect organizational processes? | Leadership styles  
|                                                 | Structures  
|                                                 | Controls and rewards  
|                                                 | Empowerment  
|                                                 | Routines, rituals, rites and taboos  
|                                                 | Stories, symbols and myths |

| 14. Define the term | The structure, culture, leadership and strategies of an |
organizational architecture.

organization