

Part I: Multiple Choices:

Please answer the following questions: (3 points each, a total of 90 points)

- _____ 1. A company has a requirement that any manager who receives a gift from any of the company's customers worth more than \$25 must report this gift to the company's human resources department. This is an example of a:
- a) tactical plan b) rolling plan c) policy d) rule e) single-use plan
- _____ 2. Arrow Corp. attempts to gain a competitive advantage by driving down its production costs per unit below those of its competitors. Arrow is pursuing a(n) _____ strategy.
- a) focused differentiation b) low-cost c) related diversification d) unrelated diversification e) concentration on a single business
- _____ 3. "When only one central, guiding plan is put into operation to achieve an organizational goal, the organization is experiencing _____."
- a) accuracy b) flexibility c) unity d) continuity e) synergy
- _____ 4. A group of managers at Power Explosives analyzes both the internal strengths and weaknesses of their organization as well as the opportunities and threats of the external environment. Which of the following planning exercises does this indicate?
- a) Mission analysis b) SWOT analysis c) Functional analysis d) Diversification e) Related Diversification
- _____ 5. BMW produces cars exclusively for high-income customers. BMW is pursuing a _____ strategy.
- a) focused differentiation b) focused low-cost c) diversification d) low-cost e) differentiation
- _____ 6. "When TechnoSol Ltd., designed a corporate-level strategy, which includes expanding its operations into a new type of business for the organization, TechnoSol was pursuing a(n) _____ strategy."
- a) concentration on a single business b) international expansion c) vertical integration d) diversification e) synergy
- _____ 7. A plan that is updated and changed every year to take into consideration how the organization's external and internal environments have changed is known as a _____ plan.
- a) standing b) short-term c) rolling d) single-use e) standard operating
- _____ 8. The extent to which a job requires the worker to use a wide range of knowledge and abilities is known as:
- a) task identity. b) task significance. c) autonomy. d) skill variety. e) feedback.

9. A formal agreement that commits two or more companies to exchange or share their resources in order to produce and market a product is known as a(n) _____.

- a) outsourcing alliance b) task force alliance c) continuous-process alliance
- d) market structure alliance e) strategic alliance

10. The organizational design in which employees are correctly referred to as two-boss employees is a _____ structure.

- a) market b) geographic c) functional d) matrix e) divisional

11. "In the design of an organization, another name for "market structure" is _____ structure."

- a) product b) customer c) geographic d) functional e) matrix

12. The process by which managers establish the structure of working relationships among workers of the organization is known as:

- a) planning. b) leading. c) organizing. d) controlling. e) directing.

13. "The degree to which a manager feels that his/her job is "meaningful" because of the way in which the job affects other people is known as: _____"

- a) skill variety. b) feedback. c) autonomy. d) task significance. e) task identity.

14. The type of control that managers typically use in the input stage of the process of transforming raw materials into finished goods is _____ control.

- a) feedforward b) concurrent c) feedback d) bureaucratic e) MBO

15. "The set of values, norms, and expectations of behavior that control the ways in which workers interact with one another within the organization is known as _____."

- a) bureaucratic culture b) organizational culture c) MBO d) feedback e) feedforward

16. The final step in the control process is to:

- a) evaluate the results and initiate corrective action. b) measure actual performance.
- c) establish the standards of performance. d) compare actual performance to the standards.
- e) measure the standards of performance.

17. The process through which managers try to increase members' abilities to understand and appropriately respond to changing conditions is known as:

- a) clan control. b) inert system. c) socialization.
d) organizational learning. e) bureaucratic control.

18. "The control that is imposed on workers within the organization by the shared values, norms, standards of behavior, and expectations is _____ control."

- a) bureaucratic b) clan c) operating d) leverage e) liquidity

19. "Danny, the manager of Wader Shoes, installed new machinery to speed up the production process after the assigned targets were not achieved for the third week of the month. With regard to the control process, Danny is:

- a) establishing the standards of performance. b) measuring the actual level of performance of employees.
c) comparing the actual performance against chosen standards of performance.
d) evaluating the result of the set standards. e) initiating corrective actions.

20. Organization change can be defined as:

- a) the movement of an organization away from its present state and toward some desired future state to increase its efficiency and effectiveness.
b) the set of values and norms that control the way individuals in an organization interact with one another and work to achieve organizational goals.
c) the process of comparing one company's performance with the performance of other, high-performing organizations.
d) the control exerted on organizations by shared values, norms, standards of behavior, and expectations.
e) the process in which employees of existing organizations who notice opportunities for product or service improvements are responsible for managing the development process.

21. Barbara is the dean of the College of Business. She enjoys the pace of her work and the feeling of accomplishment she gets when she is able to initiate a new program to help students. The salary she received is attractive and allows her to travel abroad on her vacations. Barbara:

- a) is intrinsically motivated. b) is extrinsically motivated. c) is both intrinsically and extrinsically motivated.
d) has a high need for power and achievement. e) is experiencing overpayment inequity.

22. "Behavior that is performed by an employee to acquire a material reward, to acquire a social reward, or to avoid punishment is referred to as _____ behavior."

- a) extrinsically motivated b) equitable c) vicarious
d) intrinsically motivated e) contingent

23. An employer can attempt to meet the employees' safety needs by providing:

- a) adequate pay. b) company social events. c) promotions.

d) medical benefits. e) opportunities to grow.

____ 24. "According to Maslow's hierarchy of needs theory, which of the following is the highest level of needs of workers?"

a) Physiological b) Safety c) Self-actualization d) Esteem e) Belongingness

____ 25. A leader who is primarily concerned with ensuring that subordinates perform their work at a high quality level is a(n) _____ type of leader.

a) considerate b) task-oriented c) LPC d) relationship-oriented e) human relations

____ 26. The process of giving all employees the authority to make decisions and be responsible for their outcomes is known as:

a) coercion. b) leadership. c) empowerment. d) delegation. e) task structure.

____ 27. The type of power that is based on the specialized knowledge and skills of the leader is _____.

a) legitimate power b) referent power c) expert power
d) coercive power e) reward power

____ 28. "Susan manages a large factory, and as a result, she has the right to punish subordinates, which stems from her _____ power."

a) reward b) legitimate c) referent d) expert e) coercive

____ 29. The premise that effective leaders possess personal qualities that set them apart from ineffective leaders is based on the _____ model.

a) task-oriented b) path-goal c) contingency d) trait e) relationship-oriented

____ 30. Leaders are more likely to understand all the emotions surrounding creative endeavors when they are high on:

a) creative thinking. b) consideration. c) emotional intelligence.
d) transactional thinking. e) transformational intelligence.

Part II: Essay Question:

Please give response to the following question:

Do men and women differ in their personal leadership styles? Explain. (10 points)