WK8 Final Exam

Question 1

1.

A manager's role is that of "information processor," whereas a leader's role is:

|  |  |  |
| --- | --- | --- |
|  |  |  to communicate the big picture --- the vision. |
|  |  |  to serve as a communication champion. |
|  |  |  to communicate written information, facts, and dat  |
|  |  |  both to communicate the big picture --- the vision and to serve as a communication champion. |

Question 2

1.

Being a good listener expands a leader's role in the eyes of others because of all EXCEPT:

|  |  |  |
| --- | --- | --- |
|  |  |  active listening is an ongoing part of a leader's communication. |
|  |  |  total attention is focused on the message. |
|  |  |  a leader concentrates on what to say next rather than on what is being sai  |
|  |  |  a good listener finds areas of interest, affirms others, and builds trust. |

Question 3

1.

Discernment involves all EXCEPT:

|  |  |  |
| --- | --- | --- |
|  |  |  detecting unarticulated messages hidden below the surface. |
|  |  |  paying attention to patterns and relationships. |
|  |  |  listening carefully for undercurrents that have yet to emerge. |
|  |  |  trying to convince others to agree with a point of view. |

Question 4

1.

Messages transmitted through action and behavior are called:

|  |  |  |
| --- | --- | --- |
|  |  |  nonverbal communication. |
|  |  |  channel richness. |
|  |  |  discernment. |
|  |  |  communication champion. |

Question 5

1.

Face-to-face communication can be described as:

|  |  |  |
| --- | --- | --- |
|  |  |  the richest form of communication. |
|  |  |  the poorest form of communication. |
|  |  |  impersonal one-way communication. |
|  |  |  having slow feedback. |

Question 6

1.

The sender (such as a leader) initiates a communication by \_\_\_\_\_\_\_\_\_\_\_\_\_ a thought or idea

|  |  |  |
| --- | --- | --- |
|  |  | encoding |
|  |  | decoding |
|  |  | creating “noise” around |
|  |  | channeling |

Question 7

1.

The guidelines for using email effectively include:

|  |  |  |
| --- | --- | --- |
|  |  |  Don’t act like a newspaper reporter. |
|  |  |  Say anything negative about a boss, friend, or colleague. |
|  |  | Keep e-mail messages short and to the point. |
|  |  |  Use e-mail to start or perpetuate a feud |

Question 8

1.

A team has all the following components EXCEPT:

|  |  |  |
| --- | --- | --- |
|  |  |  Teams share a goal. |
|  |  |  Teams have individual "stars." |
|  |  |  Teams are made up of two or more people. |
|  |  |  Teams work together regularly. |

Question 9

1.

The "storming" stage of team development is characterized by:

|  |  |  |
| --- | --- | --- |
|  |  |  conflict and disagreement. |
|  |  |  orientation. |
|  |  |  establishment of order and cohesion. |
|  |  |  cooperation and problem solving. |

Question 10

1.

Team types do NOT include:

|  |  |  |
| --- | --- | --- |
|  |  |  functional teams. |
|  |  |  vertical teams. |
|  |  |  cross-functional teams. |
|  |  |  self-directed teams. |

Question 11

1.

Using a third party to settle a dispute is:

|  |  |  |
| --- | --- | --- |
|  |  | mediation |
|  |  | groupthink |
|  |  | distributive justice |
|  |  | bargaining |

Question 12

1.

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ reflects a high degree of both assertiveness and cooperativeness.

|  |  |  |
| --- | --- | --- |
|  |  |  collaborating style |
|  |  | avoiding style |
|  |  |  accommodating style |
|  |  |  competing style |

Question 13

1.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the tendency of people in cohesive groups to suppress contrary opinions.

|  |  |  |
| --- | --- | --- |
|  |  |  Team dynamics |
|  |  |  Groupthink |
|  |  |  Mediation |
|  |  |  Collective bargaining  |

Question 14

1.

Interactive leaders tend to be:

|  |  |  |
| --- | --- | --- |
|  |  | competitive |
|  |  | individualistic |
|  |  | consensus builders. |
|  |  | reluctant to share power. |

Question 15

1.

Ethnocentrism is the belief that:

|  |  |  |
| --- | --- | --- |
|  |  |  one's culture and subculture are inherently superior to other cultures. |
|  |  |  all cultures have value. |
|  |  |  everyone in the organization has the same values, beliefs, and motivations. |
|  |  |  everyone in the organization has the same attitudes about work and life. |

Question 16

1.

The invisible bar that separates women and minorities from top leadership jobs is called:

|  |  |  |
| --- | --- | --- |
|  |  |  ethnocentrism. |
|  |  |  power distance. |
|  |  |  the glass ceiling. |
|  |  |  uncertainty avoidance. |

Question 17

1.

When a leader and company act out prejudicial attitudes toward people who are the targets of their prejudice, \_\_\_\_\_\_\_\_\_ has occurred.

|  |  |  |
| --- | --- | --- |
|  |  | ethnocentrism |
|  |  | discrimination |
|  |  | inclusion |
|  |  | uncertainty avoidance |

Question 18

1.

\_\_\_\_\_\_\_\_\_\_\_\_is designed to help people become aware of their own biases, become sensitive to and open to people different from themselves, and learn skills for communicating and working effectively in a diverse workplace.

|  |  |  |
| --- | --- | --- |
|  |  | Collectivism |
|  |  | Diversity training |
|  |  | Inclusion |
|  |  | Ethnocentrism |

Question 19

1.

When workers admire a supervisor because of her personal characteristics, the influence is based on:

|  |  |  |
| --- | --- | --- |
|  |  |  legitimate power. |
|  |  |  reward power. |
|  |  |  expert power. |
|  |  |  referent power. |

Question 20

1.

If Paul, a salesman, does not perform as well as expected, his supervisor can put a negative letter in his file. This is an example of:

|  |  |  |
| --- | --- | --- |
|  |  |  referent power. |
|  |  |  expert power. |
|  |  |  coercive power. |
|  |  |  legitimate power. |

Question 21

1.

Tools for helping people be more creative include:

|  |  |  |
| --- | --- | --- |
|  |  | Facilitate brainstorming |
|  |  | Promote lateral thinking |
|  |  | Enable immersion |
|  |  | All of the above |

Question 22

1.

The levels of the Domain of Strategic Leadership include all EXCEPT:

|  |  |  |
| --- | --- | --- |
|  |  |  strategy. |
|  |  |  vision. |
|  |  |  mission. |
|  |  |  core competence. |

Question 23

1.

To determine strategic direction for the future, leaders do all EXCEPT:

|  |  |  |
| --- | --- | --- |
|  |  |  use SWOT analysis. |
|  |  |  consider trends in technology. |
|  |  |  develop industry foresight. |
|  |  |  use the Hersey and Blanchard Situational Theory model. |

Question 24

1.

Situation analysis includes a search for SWOT which includes all EXCEPT:

|  |  |  |
| --- | --- | --- |
|  |  |  strategy. |
|  |  |  threats. |
|  |  |  strengths. |
|  |  |  opportunities. |

Question 25

1.

Mission answers the question:

|  |  |  |
| --- | --- | --- |
|  |  |  Where are we headed? |
|  |  |  Who are we as an organization? |
|  |  |  What are our weaknesses? |
|  |  |  What is our situation? |