WK8 Final Exam

Question 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



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



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



Messages transmitted through action and behavior are called:

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

Question 5



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



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

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

Question 7



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



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



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

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

Question 10



Team types do NOT include:

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

Question 11



Using a third party to settle a dispute is:

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

Question 12



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

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

Question 13



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

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

Question 14



Interactive leaders tend to be:

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

Question 15



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



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

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

Question 17



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



\_\_\_\_\_\_\_\_\_\_\_\_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



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



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



Tools for helping people be more creative include:

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

Question 22



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

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

Question 23



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



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

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

Question 25



Mission answers the question:

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