MANAGING THE ORGANIZATION

Module 1 Quiz

1. Resource dependence theory tends to be more of an open system view of power.

True

2. Which of the following are positional Bases of Power? (Select all that apply.)

Coercive

expert power

referent power

legitimate power

3. Network centrality refers to how many people someone is "connected" to within their organization.

True

4. Information from the strong ties in your network is more likely to be redundant.

True

5. Co-optation often occurs when resisters are brought on board in a largely symbolic manner, to make them feel a part of the team, while not giving up substantive authority.

True

6. Lewin's suggests three stages of organizational change including unfreezing, changing, and refreezing.

True

7. Managers need to choose a change tool that fits their personal skill set and stick to it to overcome resistance to change.

True

False

8. Change efforts that include wide participation, and considerable attention to the effects of those impacted by the change tend to move at a slower pace.

True

False

9. The first step in Kotter's change model is to "create a compelling vision."

True

False

10. Creating a powerful guiding coalition means it is essential to create larger, more focused groups of individuals who can help lead a change effort.

True

False

Which of the following does Network "Centrality" refers to?

How many people we are connected to

One's connections as a source of power

Connecting disconnected groups

The strength of your ties

Within a network of weak ties, there are more likely to be people who connect those who are

otherwise disconnected. This is known as:

The Connection Process

Network Collaboration

Filling a Structural Hole

Filling the Gap

Co-opting antagonists occurs when you bring individuals who are opposed to your plan onto the team.

True
False

Lewin's model suggests that organizational change happens in three stages: freeze, unfreeze, and refreeze.

True
False

Managers should choose the change tool that best fits with the type of resistance one is likely to experience when implementing a change.

True
False

Legitimate, reward and _____ are sources of power identified as positional bases of power.

Referent
Coercive
Resource dependence
Expert

A rapid, top-down, and pre-planned change strategy, is typically the best approach.

True
False

Resource dependence theory tends to be more of a rational system view of power.

True
False

Which of the following are the steps to Kotter's change model that are concerned with activating leadership and setting the direction of the change effort? Select all that apply:

Create an established 1-5 year plan of where the change will take the firm
Forming a powerful guiding coalition
Discover and promote supporters
Establishing a sense of urgency
Creating a compelling vision

Many change agents underestimate the sustained political power required to drive major change.

True
False

Module 2 Quiz

1.Organizational culture is an individual level phenomenon that is experienced differently by each individual.
True
False

2.Culture becomes particularly salient when viewing an organization through a natural system lens.
True
False

3.Basic assumptions of organizational culture can be described as the tip of the iceberg of culture because they are observable.
True

False

4.An organization's enacted values are found in a formal values statement.

True

False

5.When people disagree on the content of certain values and norms in a culture, but feel very passionately about those values, we say that there is:

low consensus, high intensity

high consensus, high intensity

high consensus, low intensity

low consensus, low intensity

6.Strong cultures can give a sense of unity of purpose to employees so that it easier for leaders to encourage desired behaviors in employees.

True

False

7.Strong organizational cultures almost always lead to _____.

Higher financial gains for the employee

Higher financial gains for the organization

Higher financial gains for the investor

None of the above

8.Southwest Airlines exemplified several unique practices that can build a strong culture. Which of the following was NOT a practice at Southwest?

Centralized decision-making

Selective hiring process

High degree of employment security

Pay for performance

9.Culture is primarily a top-down phenomenon that is shaped mostly by top executives.

True

False

10.Hiring individuals for fit with the current culture is a way to build a strong organizational culture.

True

False

Culture consists of a shared set of values and norms.

True

False

Organizational culture is likely to be particularly salient when viewing the organization through a

_____ lens.

Natural System

Stakeholder

Rational System

Open System

For values to be meaningful, espoused values need to coincide with enacted values.

True

False

Strong cultures can give a sense of unity of purpose to employees and can ____.

Act as a bureaucratic control mechanism

Replace the need for any other type of control mechanism in the organization

Act as a type of coercive control system

Act as a mechanism for organizational control

Offering fixed pay to employees and encouraging centralized decision-making are two of the main practices that helped to build culture at Southwest Airlines.

True

False

Research suggests that strong cultures almost always lead to higher financial performance.

True

False

Investing in training for both current and new employees is a key way to shape company culture.

True

False

It is possible to have a high consensus and low intensity of the same cultural values in an organizational culture.

True

false

Module 3 Quiz

1.From a natural system view of the organization, decision-making tends to be a systematic and logical process.

True

False

2.A rational decision-making process assumes that decision-makers will end their search as soon as a satisfactory alternative is found.

True

False

3.Managers work until they reach an optimal solution in a boundedly rational decision-making process.

True

False

4.An intuitive decision-making process is most likely to be appropriate in all of the following conditions EXCEPT:

When the stakes are high and resources are limited

When the decision maker has deep expertise on the matter

When there is a need to make a fast decision

When problems lack clear decision rules or obvious objective criteria

5.You can use anchoring bias to your favor in a negotiation by making the initial offer.

True

False

6.Controllability bias is based on a belief that you will be able to control future outcomes.

True

False

7.Valuing the things that we have, more than the things we might have, is referred to as _____.

Availability bias

Status quo bias

Prospect effect

Endowment effect

8.Ethical fading happens when managers focus on profits, timeliness, and efficiency while overlooking ethical components of a situation.

True

False

9.When we compare our own unethical behavior to something that is even worse, it is known as:

Distortion of Consequences

Moral Justification

Advantageous Comparison

Blaming the Victim

10.In practice, it is difficult to implement the utilitarianism ethical decision-making test because ____.

It makes it difficult to identify the underlying principle that will serve as the precedent

People don't always agree about what is fair, both in terms of outcome and process.

Costs and benefits can be hard to measure, especially before making a decision.

People don't always agree about what basic rights are.

11.In practice, it is difficult to implement the utilitarianism ethical decision-making test because people don't always agree about what is fair, both in terms of outcome and process.

True

False

12.Ethical fading occurs when

Managers reflect on prior decisions to help influence future decisions

Managers fail to recognize the potential ethical components of the decisions that they make

Supervisors lean on veteran employees to impact decisions, to make sure ethics are upheld

Government regulations make it harder for companies to choose right from wrong

13.Keeping what we have rather than taking a better alternative is known as the _____.

Status quo bias

Prospect effect

Endowment effect

Availability bias

14.Employing intuitive decision making rather than rational decision making, is useful when the decision maker lacks deep subject matter expertise

True

False

15."Satisficing" is when managers work until they achieve the optimal solution.

True

False

16.An assumption of a rational decision-making process is that there are limits on the capacity to gather and process relevant information.

True

False

17.Believing in one's ability to control the future outcome during the decision-making process is known as confirmation bias.

True

False

18.This type of rationalization occurs when we reframe unethical behavior as helping to further some larger noble cause.

Advantageous comparison

Displacement of responsibility

Euphemistic labeling

Moral justification

19.A rational system view of decision-making tends to portray a systematic and logical process.

True

false

Module 4 Quiz
1.From a rational system view, a leader's influence is based primarily on their formal position in the hierarchy.

True

False

2.The contingency approach to leadership suggests that leadership style should match relevant contextual factors.

True

False

3.According to the managerial grid, the best leaders implement which of the following styles?

Middle of the Road Management

Team Management

"Produce" or "Perish" Management

Impoverished Management

Country Club Management

4.The path-goal model of leadership highlights the following four leadership styles:

Directive, Supportive, Participative, and Achievement Oriented

Command, Control, Administrative, Goal Oriented

Directive, Supportive, Task-Oriented, Concerns for People.

Authoritarian, collaborative, process oriented, reward focused

5.A new employee tends to benefit the most when a leader uses a participative style.

True

False

6.Viewing leadership as an exchange is consistent with a _____ form of leadership.

Achievement-oriented

Transactional

Participative

Transformational

7.Leaders who employ a transactional leadership style, tend to focus on extrinsic motivators.

True

False

8.Leaders must decide to pursue either a transactional or transformational model of leadership.

True
False
9.Level 5 leaders display a unique combination of:
Transactional and transformational styles.
Emotional intelligence and inner drive.
Intense professional will and humility.
Charisma and cooperation.
10.A leader who practices the window mirror principle looks inward when successful and outward when problems arise.
True
False
From a rational system view, a leader's influence is based primarily on mediating conflict and creating a strong culture.

True
False
A leader reduces flexible work hours for a team that consistently fails to reach its goals. This is an example of a _____ view of leadership.

Transformational
Transactional
Participative
Directive
A transformational leader may also be transactional in their leadership style.

True
False
The window and mirror principle suggests that great leaders first look to hold others accountable when things go poorly.

True
False
Level 5 leaders display a unique combination of inner drive and self-confidence.

True
False
Tapping into intrinsic motivation is consistent with transactional leadership.

True
False
The contingency approach to leadership suggests that great leaders have certain inherent traits.

True
False
According to the managerial grid framework, leaders with high concern for relationships are the most successful.

True
False
According to path-goal theory, directive leaders create a positive work environment and provide emotional support.

True
False

Directive leadership would be most appropriate for a team of senior employees who have considerable expertise.

True
False