

# Leadership and Organizational Design

Management · Answer Key · 22 Questions

---

**1. Which behavioral approach to leadership focuses on tasks and goals?**

- A) Relationships oriented
- B) Task oriented**
- C) Situational
- D) Transformational

**2. According to the text, Theory X managers are more likely to be:**

- A) High-achieving
- B) Low-achieving**
- C) Innovative
- D) Supportive

**3. The Hersey-Blanchard model's S1 style is described as:**

- A) Participating
- B) Delegating
- C) Selling
- D) Telling**

**4. Which leadership style in the Hersey-Blanchard model is high on both task and relationship orientation?**

- A) S1 (Telling)
- B) S2 (Selling)**
- C) S3 (Participating)
- D) S4 (Delegating)

**5. The text suggests that showing consideration is strongly related to:**

- A) Organizational profit
- B) Employee job satisfaction**
- C) Task completion speed
- D) Market share

**6. To maximize performance and minimize turnover, the text recommends being high on both:**

- A) Initiating structure and delegating
- B) Consideration and Theory X
- C) Showing consideration and initiating structure**
- D) Task specialization and job rotation

**7. Which of the following is NOT listed as an approach to designing jobs?**

- A) Job specialization
- B) Job rotation
- C) Job satisfaction analysis**
- D) Job enrichment

**8. Job specialization involves breaking down an overall task into:**

- A) Larger, more complex parts
- B) Smaller, simpler parts**
- C) Independent work modules
- D) Cross-functional teams

**9. A negative outcome of job specialization is often:**

- A) Increased employee skill
- B) Reduced training time
- C) Boredom**
- D) Higher productivity

**10. Job rotation aims to combat the negative effects of high specialization by:**

- A) Increasing task complexity
- B) Systematically moving employees between jobs**
- C) Giving employees more control
- D) Enlarging the scope of individual jobs

**11. Job enlargement increases job variety by:**

- A) Giving employees more authority
- B) Combining two or more tasks previously assigned to separate workers**
- C) Reducing the number of tasks
- D) Allowing employees to choose their tasks

**12. Job enrichment is a more comprehensive approach that involves increasing both the number of tasks and:**

- A) Supervisory oversight
- B) Employee control over the job**
- C) External feedback
- D) Organizational hierarchy

**13. Which of the 5 core job characteristics refers to the number of different activities a person performs in a job?**

- A) Task identity
- B) Task significance
- C) Skill variety**
- D) Autonomy

**14. The degree of control a worker has over how the work is performed relates to which core job characteristic?**

- A) Feedback
- B) Skill variety
- C) Task identity
- D) Autonomy**

**15. The extent to which a worker knows how well the job is being performed is known as:**

- A) Task significance
- B) Feedback**
- C) Task identity
- D) Skill variety

**16. A clear and distinct line of authority among positions in an organization is called:**

- A) Span of control
- B) Chain of command**
- C) Organizational chart
- D) Departmentalization

**17. The number of employees who will report to each supervisor is determined by the:**

- A) Chain of command
- B) Organizational structure
- C) Span of control**
- D) Delegation process

**18. A wider physical dispersion of employees generally leads to a:**

- A) Wider span of control
- B) Narrower span of control**
- C) Flatter organization
- D) Taller organization

**19. Centralization involves retaining power and authority in the hands of:**

- A) Lower-level managers
- B) Middle-level managers
- C) Higher-level managers**
- D) All employees equally

**20. Decentralization is characterized by systematically delegating power and authority throughout the organization to:**

- A) Only top executives
- B) Middle and lower-level managers**
- C) External consultants
- D) Shareholders

**21. Tall organizations typically have relatively narrow spans of control, which leads to:**

- A) Greater employee autonomy
- B) More levels of management**
- C) Faster decision-making
- D) Increased flexibility

**22. Flat organizations typically have relatively wide spans of control, which leads to:**

- A) More layers of management
- B) Less employee supervision**
- C) Slower communication
- D) Increased bureaucracy