

Leadership and Organizational Design

Management · Practice Test · 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