

Testbank Questions

Title/Author: Business and Professional Communication: Principles and Skills for Leadership/ Steven A. Beebe and Timothy P. Mottet

Chapter Number: 2

Question Counts Required:

Multiple Choice – 10 questions @ Bloom’s level: Understanding	10
Multiple Choice – 15 questions @ Bloom’s AAE	15
Short Answer – 5 questions @ Bloom’s AAE	5
Essay – 5 questions @ Bloom’s AAE	5
Total questions per chapter:	35

Note: Here starts 10 Multiple Choice Understanding level questions

Question Title	M/C Question 1																		
Assessment Type	Multiple-choice																		
Question Stem	The _____ approach is taken by a leader to manage a group to complete a task and guide the team toward a common organizational goal.																		
Answer Choices	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"></th> <th style="width: 45%; text-align: center;">Answer</th> <th style="width: 15%; text-align: center;">Correct Answer (x)</th> <th style="width: 35%; text-align: center;">Feedback</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">a.</td> <td>functional</td> <td style="text-align: center;">X</td> <td></td> </tr> <tr> <td style="text-align: center;">b.</td> <td>style</td> <td></td> <td>Consider This: This approach to leadership divides the essential leadership behaviors into two categories: (1) task functions and (2) process functions. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others</td> </tr> <tr> <td style="text-align: center;">c.</td> <td>trait</td> <td></td> <td>Consider This: This approach to leadership divides the essential leadership behaviors into two categories: (1) task functions and (2) process functions. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the</td> </tr> </tbody> </table>				Answer	Correct Answer (x)	Feedback	a.	functional	X		b.	style		Consider This: This approach to leadership divides the essential leadership behaviors into two categories: (1) task functions and (2) process functions. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others	c.	trait		Consider This: This approach to leadership divides the essential leadership behaviors into two categories: (1) task functions and (2) process functions. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the
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			communication skills of others
	d.	situational	<p>Consider This: This approach to leadership divides the essential leadership behaviors into two categories: (1) task functions and (2) process functions.</p> <p>LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others</p>

Learning Objective	LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others										
Topic/Concept	Be Aware of Leadership Approaches										
Difficulty Level (mark X where applicable)	<table border="1"> <thead> <tr> <th>Easy</th> <th>Moderate</th> <th>Difficult</th> </tr> </thead> <tbody> <tr> <td>X</td> <td></td> <td></td> </tr> </tbody> </table>			Easy	Moderate	Difficult	X				
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X											

Question Title	M/C Question 2														
Assessment Type	Multiple-choice														
Question Stem	What is the style of leadership called in which power and authority is distributed to employees and managers to provide employee involvement in decision?														
Answer Choices	<table border="1"> <thead> <tr> <th></th> <th>Answer</th> <th>Correct Answer (x)</th> <th>Feedback</th> </tr> </thead> <tbody> <tr> <td>a.</td> <td>Democratic</td> <td>X</td> <td></td> </tr> <tr> <td>b.</td> <td>Authoritarian</td> <td></td> <td>Consider This: This type of leader encourages team members to share ideas and opinions, even though he or she retains the final say</td> </tr> </tbody> </table>				Answer	Correct Answer (x)	Feedback	a.	Democratic	X		b.	Authoritarian		Consider This: This type of leader encourages team members to share ideas and opinions, even though he or she retains the final say
	Answer	Correct Answer (x)	Feedback												
a.	Democratic	X													
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			<p>over decisions.</p> <p>LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others</p>
	c.	Laissez-faire	<p>Consider This: This type of leader encourages team members to share ideas and opinions, even though he or she retains the final say over decisions.</p> <p>LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others</p>
	d.	Transformational	<p>Consider This: This type of leader encourages team members to share ideas and opinions, even though the he or she retains the final say over decisions.</p> <p>LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others</p>

Learning Objective LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others

Topic/Concept Be Aware of Leadership Approaches

Difficulty Level (mark X where applicable)

Easy	Moderate	Difficult
X		

Skill Level (mark X where applicable)

Understand the Concepts	Apply What You Know	Analyze It	Evaluate It
X			

Question

Title	M/C Question 3			
Assessment Type	Multiple-choice			
Question Stem	According to which approach to motivation does a leader assume workers are motivated to work hard when they are rewarded for good work and not rewarded for poor work?			
Answer Choices		Answer	Correct Answer (x)	Feedback
	a.	Classical	X	
	b.	Human relations		Consider This: This approach states that the leader's job is to influence the workers to behave in ways that help them produce goods or services in the most efficient and effective way possible. LO 2.2: Evaluate the different motivational approaches followed in organizations
	c.	Human resources		Consider This: This approach states that the leader's job is to influence the workers to behave in ways that help them produce goods or services in the most efficient and effective way possible. LO 2.2: Evaluate the different motivational approaches followed in organizations
	d.	Behavioral		Consider This: This approach states that the leader's job is to influence the workers to behave in ways that help them produce goods or services in the most efficient and effective way possible. LO 2.2: Evaluate the different motivational approaches followed in organizations
Learning	LO 2.2: Evaluate the different motivational approaches followed in			

Objective	organizations			
Topic/Concept	Be Aware of Leadership Assumptions			
Difficulty Level (mark X where applicable)	Easy	Moderate	Difficult	
	X			
Skill Level (mark X where applicable)	Understand the Concepts	Apply What You Know	Analyze It	Evaluate It
	X			

Question Title	M/C Question 4			
Assessment Type	Multiple-choice			
Question Stem	Which approach to motivation assumes that to motivate people is to give them the tools, support, and conditions they need to solve problems?			
Answer Choices		Answer	Correct Answer (x)	Feedback
	a.	Human resources	X	
	b.	Human relations		Consider This: This approach states that people are motivated when leaders empower them to solve problems and make decisions. LO 2.2: Evaluate the different motivational approaches followed in organizations
	c.	Classical		Consider This: This approach states that people are motivated when leaders empower them to solve problems and make decisions. LO 2.2: Evaluate the different motivational approaches followed in organizations
	d.	Behavioral		Consider This: This approach states that people

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X												

Question Title	M/C Question 5																		
Assessment Type	Multiple-choice																		
Question Stem	Which factor reflects the organizational culture in which employees are recognized and rewarded for their achievements, and these elements are valued by the organization?																		
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c.	Written rules		Consider This: The organizational culture is reflected when longevity is																

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	d.	Art decors	Consider This: The organizational culture is reflected when longevity is valued and rewarded in a company. LO 2.3: Recognize the need to be aware of organizational culture for effective communication

Learning Objective	LO 2.3: Recognize the need to be aware of organizational culture for effective communication										
Topic/Concept	Be Aware of Organizational Culture										
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X											

Question Title	M/C Question 6														
Assessment Type	Multiple-choice														
Question Stem	Which factors reflect the organizational culture when cues are given through formal and informal communication channels?														
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	Answer	Correct Answer (x)	Feedback												
a.	Written rules and policies	X													
b.	Metaphors and policies		Consider This: These are found on websites and in handbooks, or are presented during orientation sessions. LO 2.3: Recognize the need to be aware of												

				organizational culture for effective communication								
	c.	Stories and rules		Consider This: These are found on websites and in handbooks, or are presented during orientation sessions. LO 2.3: Recognize the need to be aware of organizational culture for effective communication								
	d.	Ceremonies and metaphors		Consider This: These are found on websites and in handbooks, or are presented during orientation sessions. LO 2.3: Recognize the need to be aware of organizational culture for effective communication								
Learning Objective	LO 2.3: Recognize the need to be aware of organizational culture for effective communication											
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X												

Question Title	M/C Question 7														
Assessment Type	Multiple-choice														
Question Stem	When the civil engineer on a team estimates the quantity of steel and concrete required to build a suspension bridge, she uses _____ power.														
Answer Choices	<table border="1"> <thead> <tr> <th></th> <th>Answer</th> <th>Correct Answer (x)</th> <th>Feedback</th> </tr> </thead> <tbody> <tr> <td>a.</td> <td>expert</td> <td>X</td> <td></td> </tr> <tr> <td>b.</td> <td>referent</td> <td></td> <td>Consider This: This type of organizational power arises</td> </tr> </tbody> </table>				Answer	Correct Answer (x)	Feedback	a.	expert	X		b.	referent		Consider This: This type of organizational power arises
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a.	expert	X													
b.	referent		Consider This: This type of organizational power arises												

			from having information and being knowledgeable about issues or ideas. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
	c.	coercive	Consider This: This type of organizational power arises from having information and being knowledgeable about issues or ideas. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
	d.	reward	Consider This: This type of organizational power arises from having information and being knowledgeable about issues or ideas. LO 2.4: Express the need to remain ethical in all forms of roles in an organization

Learning Objective	LO 2.4: Express the need to remain ethical in all forms of roles in an organization											
Topic/Concept	Be Aware of Organizational Power											
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X												

Question Title	M/C Question 8
Assessment Type	Multiple-choice
Question Stem	Which power base refers to charismatic leaders who are able to invoke passion due to their magnetic personality among subordinates?

Answer Choices	Answer	Correct Answer (x)	Feedback								
	a. Referent	X									
	b. Reward		Consider This: These types of leaders use the quality relationships they have with others to wield their influence. LO 2.4: Express the need to remain ethical in all forms of roles in an organization								
	c. Legitimate		Consider This: These types of leaders use the quality relationships they have with others to wield their influence. LO 2.4: Express the need to remain ethical in all forms of roles in an organization								
	d. Expert		Consider This: These types of leaders use the quality relationships they have with others to wield their influence. LO 2.4: Express the need to remain ethical in all forms of roles in an organization								
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X											
Question Title	M/C Question 9										

Assessment Type	Multiple-choice			
Question Stem	Which type of organizational power arises from having the ability to bestow gifts, money, recognition, or other rewards valued by group members?			
Answer Choices	Answer		Correct Answer (x)	Feedback
	a.	Reward	X	
	b.	Coercive		Consider This: A school principal who loosens the school dress code uses this type of power. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
	c.	Expert		Consider This: A school principal who loosens the school dress code uses this type of power. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
	d.	Referent		Consider This: A school principal who loosens the school dress code uses this type of power. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
Learning Objective	LO 2.4: Express the need to remain ethical in all forms of roles in an organization			
Topic/Concept	Be Aware of Organizational Power			
Difficulty Level (mark X where applicable)	Easy	Moderate	Difficult	
	X			
Skill Level (mark X where applicable)	Understand the Concepts	Apply What You Know	Analyze It	Evaluate It
	X			

Question Title	M/C Question 10								
Assessment Type	Multiple-choice								
Question Stem	The factors that reflect an organization’s culture and include the way employees dress, the office equipment and furniture, and cleanliness of the facility are called _____ factors.								
Answer Choices		Answer	Correct Answer (x)	Feedback					
	a.	environment	X						
	b.	communication		Consider This: Signage and branding are also elements of this cultural aspect that an organization values. LO 2.3: Recognize the need to be aware of organizational culture for effective communication					
	c.	reward		Consider This: Signage and branding are also elements of this cultural aspect that an organization values. LO 2.3: Recognize the need to be aware of organizational culture for effective communication					
	d.	referent		Consider This: Signage and branding are also elements of this cultural aspect that an organization values. LO 2.3: Recognize the need to be aware of organizational culture for effective communication					
Learning Objective	LO 2.3: Recognize the need to be aware of organizational culture for effective communication								
Topic/Concept	Be Aware of Organizational Culture								
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Easy	Moderate	Difficult							
X									
Skill Level (mark X)									

<i>where applicable)</i>	Understand the Concepts	Apply What You Know	Analyze It	Evaluate It	
	X				

Note: Here starts 15 Multiple Choice Apply, Analyze, Evaluate level questions

Question Title	M/C Question 11			
Assessment Type	Multiple-choice			
Question Stem	During construction planning, a geologist is consulted regarding building a reservoir in a rocky dry region. In deciding whether the land can withstand a construction or not, what power source gives the geologist's decision more credibility?			
Answer Choices		Answer	Correct Answer (x)	Feedback
	a.	Expert power	X	
	b.	Referent power		Consider This: This is a source of power that arises

			from having information and being knowledgeable about certain issues or ideas. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
	c.	Reward power	Consider This: This is a source of power that arises from having information and being knowledgeable about certain issues or ideas. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
	d.	Legitimate power	Consider This: This is a source of power that arises from having information and being knowledgeable about certain issues or ideas. LO 2.4: Express the need to remain ethical in all forms of roles in an organization

Learning Objective	LO 2.4: Express the need to remain ethical in all forms of roles in an organization								
Topic/Concept	Be Aware of Organizational Power								
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Apply What You Know	Analyze It	Evaluate It							
	X								

Question Title	M/C Question 12
Assessment Type	Multiple-choice
Question Stem	Kahlil, a marketing CEO, usually arrives at the office before others, catches up on emails and other correspondence, and keeps his office neat and clean. Furthermore, Kahlil keeps his door open and encourages suggestions from his team. He leaves office at 5:00 p.m., does not bring work home, and makes sure he participates in all workplace activities. How do leaders such as Kahlil nonverbally communicate the organization's culture?

Answer Choices	Answer	Correct Answer (x)	Feedback						
	a. By acting as role models, coaches, and teachers	X							
	b. By using their criteria to reward others		Consider This: Symbolic actions are valuable signals about the kind of behavior or performance leaders wish to promote within the organization. LO 2.3: Recognize the need to be aware of organizational culture for effective communication						
	c. By using their criteria to recruit and promote		Consider This: Symbolic actions are valuable signals about the kind of behavior or performance leaders wish to promote within the organization. LO 2.3: Recognize the need to be aware of organizational culture for effective communication						
	d. By adequately reacting to major events and crises		Consider This: Symbolic actions are valuable signals about the kind of behavior or performance leaders wish to promote within the organization. LO 2.3: Recognize the need to be aware of organizational culture for effective communication						
Learning Objective	LO 2.3: Recognize the need to be aware of organizational culture for effective communication								
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Apply What You	Analyze It	Evaluate It							

	Know		
		X	

Question Title	M/C Question 13			
Assessment Type	Multiple-choice			
Question Stem	When the mayor decides to confront the city's rodent problem by outsourcing it to a firm from another region, she uses her power as an elected member. What type of power does the mayor occupy?			
Answer Choices		Answer	Correct Answer (x)	Feedback
	a.	Legitimate	X	
	b.	Referent		Consider This: She is an elected representative who is authorized to make decisions for the group. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
	c.	Reward		Consider This: She is an elected representative who is authorized to make decisions for the group. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
	d.	Expert		Consider This: She is an elected representative who is authorized to make decisions for the group. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
Learning Objective	LO 2.4: Express the need to remain ethical in all forms of roles in an organization			
Topic/Concept	Be Aware of Organizational Power			
Difficulty Level (mark X where applicable)	Easy	Moderate	Difficult	
		X		
Skill Level (mark X)				

<i>where applicable)</i>	Apply What You Know	Analyze It	Evaluate It
		X	

Question Title	M/C Question 14			
Assessment Type	Multiple-choice			
Question Stem	Bruna was named employee of the year for her contribution in planning and implementing a project that increased the company's net worth. What factor contributes to the culture of an organization is illustrated in this scenario?			
Answer Choices		Answer	Correct Answer (x)	Feedback
	a.	Ceremonies	X	
	b.	Metaphors		Consider This: In this culture, employees are valued and rewarded for efficient and effective work. LO 2.3: Recognize the need to be aware of organizational culture for effective communication
	c.	Stories		Consider This: In this culture, employees are valued and rewarded for efficient and effective work. LO 2.3: Recognize the need to be aware of organizational culture for effective communication
	d.	Art décors		In this culture, employees are valued and rewarded for efficient and effective work. LO 2.3: Recognize the need to be aware of organizational culture for effective communication
Learning Objective	LO 2.3: Recognize the need to be aware of organizational culture for effective communication			
Topic/Concept	Be Aware of Organizational Culture			
Difficulty Level	Easy	Moderate	Difficult	

(mark X where applicable)		X	
Skill Level (mark X where applicable)	Apply What You Know	Analyze It	Evaluate It
		X	

Question Title	M/C Question 15		
Assessment Type	Multiple-choice		
Question Stem	Janell, a copy editor in an advertising firm, likes her supervisor, Brita, because she gives Janell a lot of autonomy and allows her to set her own work schedule. Janell attributes her creative success to Brita. What type of leader is Brita?		
Answer Choices	Answer	Correct Answer (x)	Feedback
	a. Laissez-faire		
	b. Democratic		Consider This: These types of leaders are often seen as uninvolved or withdrawn, and don't have control over work or their team. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others
	c. Authoritarian		Consider This: These types of leaders are often seen as uninvolved or withdrawn, and don't have control over work or their team. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others
	d. Charismatic		Consider This: These types

				of leaders are often seen as uninvolved or withdrawn, and don't have control over work or their team. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others						
Learning Objective	LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others									
Topic/Concept	Be Aware of Leadership Approaches									
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Apply What You Know	Analyze It	Evaluate It								
X										

Question Title	M/C Question 16														
Assessment Type	Multiple-choice														
Question Stem	When Mickey joined as a manager of the research and development team at Bezos Technologies, he noticed the team members had become too comfortable at their jobs and didn't seem motivated. Mickey gradually developed a shared vision for the team and energized the organizational culture. He challenged the existing ways of thinking and inspired the group members to express themselves through their work. What type of leadership approach did Mickey employ, and how is this approach beneficial?														
Answer Choices	<table border="1"> <thead> <tr> <th></th> <th>Answer</th> <th>Correct Answer (x)</th> <th>Feedback</th> </tr> </thead> <tbody> <tr> <td>a.</td> <td>Transformational; he influences innovation and creativity among his employees.</td> <td>X</td> <td></td> </tr> <tr> <td>b.</td> <td>Situational; his quick-thinking and decisive</td> <td></td> <td>Consider This: This leader influences team members</td> </tr> </tbody> </table>				Answer	Correct Answer (x)	Feedback	a.	Transformational; he influences innovation and creativity among his employees.	X		b.	Situational; his quick-thinking and decisive		Consider This: This leader influences team members
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b.	Situational; his quick-thinking and decisive		Consider This: This leader influences team members												

		behavior orchestrates what needs to be done.		by helping them see the possibilities, including those that may not yet be visible. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others
	c.	Functional; his behavior helps the team get the work done and he balances punishments and rewards to his employees.		Consider This: This leader influences team members by helping them see the possibilities, including those that may not yet be visible. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others
	d.	Trait; his strong communication and administrative skills facilitated success of the organization.		Consider This: This leader influences team members by helping them see the possibilities, including those that may not yet be visible. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others

Learning Objective LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others

Topic/Concept Be Aware of Leadership Approaches

Difficulty Level (mark X where applicable)

Easy	Moderate	Difficult
		X

Skill Level (mark X where applicable)

Apply What You Know	Analyze It	Evaluate It
		X

Question

Title	M/C Question 17			
Assessment Type	Multiple-choice			
Question Stem	Dahlia, the chief hospital administrator, checks on the night shift staff regularly. She is aware of their needs and requirements that motivate them to work enthusiastically. Which type of approach does Dahlia employ?			
Answer Choices		Answer	Correct Answer (x)	Feedback
	a.	Human relations	X	
	b.	Human resources		Consider This: Here, leaders create a conducive atmosphere for work and motivate people by paying attention to them and their needs. LO 2.2: Evaluate the different motivational approaches followed in organizations
	c.	Classical		Consider This: Here, leaders create a conducive atmosphere for work and motivate people by paying attention to them and their needs. LO 2.2: Evaluate the different motivational approaches followed in organizations
	d.	Situational		Consider This: Here, leaders create a conducive atmosphere for work and motivate people by paying attention to them and their needs. LO 2.2: Evaluate the different motivational approaches followed in organizations
Learning Objective	LO 2.2: Evaluate the different motivational approaches followed in organizations			
Topic/Concept	Be Aware of Leadership Assumptions			
Difficulty Level	Easy	Moderate	Difficult	

(mark X where applicable)		X	
Skill Level (mark X where applicable)	Apply What You Know	Analyze It	Evaluate It
	X		

Question Title	M/C Question 18		
Assessment Type	Multiple-choice		
Question Stem	Playfun, a toy manufacturing company, rewards those employees who assemble the maximum number of toys each month. The design and materials are provided, and employees have to put together the toys according to the required design. What kind of leadership approach should the company follow, and why?		
Answer Choices	Answer	Correct Answer (x)	Feedback
	a. Classical; to keep the assembly line organized and running round the clock.	X	
	b. Human relations; to direct people to do a job that influences the amount and quality of work that gets accomplished.		Consider This: Here, each person has been trained to do his or her part in producing whatever it is the team is creating. LO 2.2: Evaluate the different motivational approaches followed in organizations
	c. Human resources; to provide them with the necessary tools, support, and conditions to work.		Consider This: Here, each person has been trained to do his or her part in producing whatever it is the team is creating. LO 2.2: Evaluate the different motivational approaches followed in organizations
	d. Behavioral; to engage in spelling out the duties and		Consider This: Here, each person has been trained to

	responsibilities to an individual or group.		do his or her part in producing whatever it is the team is creating. LO 2.2: Evaluate the different motivational approaches followed in organizations						
Learning Objective	LO 2.2: Evaluate the different motivational approaches followed in organizations								
Topic/Concept	Be Aware of Leadership Assumptions								
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Apply What You Know	Analyze It	Evaluate It							
		X							

Question Title	M/C Question 19																		
Assessment Type	Multiple-choice																		
Question Stem	Ramon, an influential and popular union leader, voices his concern over families who are dependent on government grants. Since Ramon is well-liked by various trade unions, his campaign manages to instigate a countrywide protest, resulting in the government conceding. What type of power did Ramon use?																		
Answer Choices	<table border="1"> <thead> <tr> <th></th> <th>Answer</th> <th>Correct Answer (x)</th> <th>Feedback</th> </tr> </thead> <tbody> <tr> <td>a.</td> <td>Referent</td> <td>X</td> <td></td> </tr> <tr> <td>b.</td> <td>Reward</td> <td></td> <td>Consider This: They are charismatic leaders who invoke passion due to their magnetic personality among subordinates. LO 2.4: Express the need to remain ethical in all forms of roles in an organization</td> </tr> <tr> <td>c.</td> <td>Legitimate</td> <td></td> <td>Consider This: They are charismatic leaders who invoke passion due to their</td> </tr> </tbody> </table>				Answer	Correct Answer (x)	Feedback	a.	Referent	X		b.	Reward		Consider This: They are charismatic leaders who invoke passion due to their magnetic personality among subordinates. LO 2.4: Express the need to remain ethical in all forms of roles in an organization	c.	Legitimate		Consider This: They are charismatic leaders who invoke passion due to their
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	d.	Expert		Consider This: They are charismatic leaders who invoke passion due to their magnetic personality among subordinates. LO 2.4: Express the need to remain ethical in all forms of roles in an organization						
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Topic/Concept	Be Aware of Organizational Power									
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X										

Question Title	M/C Question 20														
Assessment Type	Multiple-choice														
Question Stem	Emily was intimidated by the inappropriate advances of one of her male colleagues and had second thoughts about coming to work. What should a person like Emily, who is subjected to sexual harassment at the workplace, do?														
Answer Choices	<table border="1"> <thead> <tr> <th></th> <th>Answer</th> <th>Correct Answer (x)</th> <th>Feedback</th> </tr> </thead> <tbody> <tr> <td>a.</td> <td>Speak to the human resources manager or supervisor.</td> <td>X</td> <td></td> </tr> <tr> <td>b.</td> <td>Quit the job or move to a different department.</td> <td></td> <td>Consider This: All organizations have a sexual harassment policy, and the relevant authorities have</td> </tr> </tbody> </table>				Answer	Correct Answer (x)	Feedback	a.	Speak to the human resources manager or supervisor.	X		b.	Quit the job or move to a different department.		Consider This: All organizations have a sexual harassment policy, and the relevant authorities have
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			the power to manage such situations. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
	c.	Use passive-aggressive tactics against the offender.	Consider This: All organizations have a sexual harassment policy, and the relevant authorities have the power to manage such situations. LO 2.4: Express the need to remain ethical in all forms of roles in an organization
	d.	Ignore it and hope for it to stop.	Consider This: All organizations have a sexual harassment policy, and the relevant authorities have the power to manage such situations. LO 2.4: Express the need to remain ethical in all forms of roles in an organization

Learning Objective	LO 2.4: Express the need to remain ethical in all forms of roles in an organization								
Topic/Concept	Be Aware of Organizational Power								
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Apply What You Know	Analyze It	Evaluate It							
X									

Question Title	M/C Question 21
Assessment Type	Multiple-choice
Question Stem	A law enforcement officer and the security guard of a supermarket confronted a group of ruffians who were threatening shoppers. Why is it an advantage to use coercive power by the law enforcement officers in this scenario?

Answer Choices	Answer	Correct Answer (x)	Feedback						
	a. The officers have to make a decision without negotiating and enforce it as it threatens the public.	X							
	b. The officers inspire others through application of pressure.		Consider This: Coercive force is particularly useful in situations of imminent danger. LO 2.4: Express the need to remain ethical in all forms of roles in an organization						
	c. The officers feel the dispute involves something of great value.		Consider This: Coercive force is particularly useful in situations of imminent danger. LO 2.4: Express the need to remain ethical in all forms of roles in an organization						
	d. The officers have to assure internal cohesion.		Consider This: Coercive force is particularly useful in situations of imminent danger. LO 2.4: Express the need to remain ethical in all forms of roles in an organization						
Learning Objective	LO 2.4: Express the need to remain ethical in all forms of roles in an organization								
Topic/Concept	Be Aware of Organizational Power								
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Apply What You Know	Analyze It	Evaluate It							
	X								
Question Title	M/C Question 22								

Assessment Type	Multiple-choice																						
Question Stem	When a train derailed, causing damaged to the goods and injured a couple of passengers, Tamala, the vice president of operations of the railway department, immediately reached the site and personally oversaw the cleanup and rescue process. She answered all calls, spoke with the press, and rested only when things settled down, and the train began running on its normal schedule again. To communicate organizational culture, Tamala showed																						
Answer Choices	<table border="1"> <thead> <tr> <th data-bbox="407 548 472 646"></th> <th data-bbox="472 548 857 646">Answer</th> <th data-bbox="857 548 1024 646">Correct Answer (x)</th> <th data-bbox="1024 548 1438 646">Feedback</th> </tr> </thead> <tbody> <tr> <td data-bbox="407 646 472 758">a.</td> <td data-bbox="472 646 857 758">how she reacts to major events and crises.</td> <td data-bbox="857 646 1024 758">X</td> <td data-bbox="1024 646 1438 758"></td> </tr> <tr> <td data-bbox="407 758 472 1129">b.</td> <td data-bbox="472 758 857 1129">her actions as a role model, coach, and teacher.</td> <td data-bbox="857 758 1024 1129"></td> <td data-bbox="1024 758 1438 1129">Consider This: By swiftly appearing on the spot and discussing the rescue process, Tamala reflected the way she and her organization valued the severity of the situation. LO 2.3: Recognize the need to be aware of organizational culture for effective communication</td> </tr> <tr> <td data-bbox="407 1129 472 1501">c.</td> <td data-bbox="472 1129 857 1501">what she focuses on and pays attention to.</td> <td data-bbox="857 1129 1024 1501"></td> <td data-bbox="1024 1129 1438 1501">Consider This: By swiftly appearing on the spot and discussing the rescue process, Tamala reflected the way she and her organization valued the severity of the situation. LO 2.3: Recognize the need to be aware of organizational culture for effective communication</td> </tr> <tr> <td data-bbox="407 1501 472 1864">d.</td> <td data-bbox="472 1501 857 1864">the criteria she uses to reward others.</td> <td data-bbox="857 1501 1024 1864"></td> <td data-bbox="1024 1501 1438 1864">Consider This: By swiftly appearing on the spot and discussing the rescue process, Tamala reflected the way she and her organization valued the severity of the situation. LO 2.3: Recognize the need to be aware of organizational culture for effective communication</td> </tr> </tbody> </table>				Answer	Correct Answer (x)	Feedback	a.	how she reacts to major events and crises.	X		b.	her actions as a role model, coach, and teacher.		Consider This: By swiftly appearing on the spot and discussing the rescue process, Tamala reflected the way she and her organization valued the severity of the situation. LO 2.3: Recognize the need to be aware of organizational culture for effective communication	c.	what she focuses on and pays attention to.		Consider This: By swiftly appearing on the spot and discussing the rescue process, Tamala reflected the way she and her organization valued the severity of the situation. LO 2.3: Recognize the need to be aware of organizational culture for effective communication	d.	the criteria she uses to reward others.		Consider This: By swiftly appearing on the spot and discussing the rescue process, Tamala reflected the way she and her organization valued the severity of the situation. LO 2.3: Recognize the need to be aware of organizational culture for effective communication
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Learning Objective	LO 2.3: Recognize the need to be aware of organizational culture for effective communication								
Topic/Concept	Be Aware of Organizational Culture								
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X									

Question Title	M/C Question 23																		
Assessment Type	Multiple-choice																		
Question Stem	Judy, a new employee at a manufacturing company, noticed all of her colleagues worked in see-through, glass cubicles. Which feature that reflects the values of organizational culture is illustrated in this scenario?																		
Answer Choices	<table border="1"> <thead> <tr> <th></th> <th>Answer</th> <th>Correct Answer (x)</th> <th>Feedback</th> </tr> </thead> <tbody> <tr> <td>a.</td> <td>Artifacts and décor</td> <td>X</td> <td></td> </tr> <tr> <td>b.</td> <td>Metaphors and ceremonies</td> <td></td> <td>Consider This: The attention given to what the physical space in the organization looks like is another clue that helps decode the organizational culture. LO 2.3: Recognize the need to be aware of organizational culture for effective communication</td> </tr> <tr> <td>c.</td> <td>Décor and policies</td> <td></td> <td>Consider This: The attention given to what the physical space in the organization looks like is another clue that helps decode the organizational culture. LO 2.3: Recognize the need to be aware of organizational culture for</td> </tr> </tbody> </table>		Answer	Correct Answer (x)	Feedback	a.	Artifacts and décor	X		b.	Metaphors and ceremonies		Consider This: The attention given to what the physical space in the organization looks like is another clue that helps decode the organizational culture. LO 2.3: Recognize the need to be aware of organizational culture for effective communication	c.	Décor and policies		Consider This: The attention given to what the physical space in the organization looks like is another clue that helps decode the organizational culture. LO 2.3: Recognize the need to be aware of organizational culture for		
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				effective communication						
	d.	Ceremonies and metaphors		Consider This: The attention given to what the physical space in the organization looks like is another clue that helps decode the organizational culture. LO 2.3: Recognize the need to be aware of organizational culture for effective communication						
Learning Objective	LO 2.3: Recognize the need to be aware of organizational culture for effective communication									
Topic/Concept	Be Aware of Organizational Culture									
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Apply What You Know	Analyze It	Evaluate It								
X										

Question Title	M/C Question 24														
Assessment Type	Multiple-choice														
Question Stem	Car Makers, a global automobile company, is looking for an effective leader as its next CEO. What qualities of a leader will be accepted across various cultures?														
Answer Choices	<table border="1"> <thead> <tr> <th></th> <th>Answer</th> <th>Correct Answer (x)</th> <th>Feedback</th> </tr> </thead> <tbody> <tr> <td>a.</td> <td>Honesty, forward-looking, competent, and being inspirational</td> <td>X</td> <td></td> </tr> <tr> <td>b.</td> <td>Psychological features, communication traits, and physical attributes</td> <td></td> <td>Consider This: These qualities have been compiled after research that studied various cultures. LO 2.1: Analyze how being</td> </tr> </tbody> </table>				Answer	Correct Answer (x)	Feedback	a.	Honesty, forward-looking, competent, and being inspirational	X		b.	Psychological features, communication traits, and physical attributes		Consider This: These qualities have been compiled after research that studied various cultures. LO 2.1: Analyze how being
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b.	Psychological features, communication traits, and physical attributes		Consider This: These qualities have been compiled after research that studied various cultures. LO 2.1: Analyze how being												

			aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others
	c.	Intelligence, confidence, social skills, administrative skills, and apathy	Consider This: These qualities have been compiled after research that studied various cultures. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others
	d.	Functional task-related traits such as achievement drive, initiative, and persistence	Consider This: These qualities have been compiled after research that studied various cultures. LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others

Learning Objective	LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others								
Topic/Concept	Be Aware of Leadership Approaches								
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Apply What You Know	Analyze It	Evaluate It							
X									

Question Title	M/C Question 25
Assessment Type	Multiple-choice
Question Stem	Brent and his employees are a highly motivated team who accomplish most goals given to them by management. Brent praises everything his team does to upper management and avoids negative comments no matter how major or trivial. The employees appreciate the concern he shows. What

	motivates Brent and his team?			
Answer Choices	Answer	Correct Answer (x)	Feedback	
	a.	Their own desire for recognition and their need to feel positive about what they are doing	X	
	b.	Possessing decision-making and problem-solving responsibilities and being partners at work		Consider This: A leader needs to be aware of the assumption that he has to motivate people to do their job well, and several studies have found evidence that the way people are treated has an impact on their work. LO 2.2: Evaluate the different motivational approaches followed in organizations
	c.	Brent's influence to help them produce goods or services in the most efficient and effective way possible		Consider This: A leader needs to be aware of the assumption that he has to motivate people to do their job well, and several studies have found evidence that the way people are treated has an impact on their work. LO 2.2: Evaluate the different motivational approaches followed in organizations
	d.	Assigning achievable goals and being challenged		Consider This: A leader needs to be aware of the assumption that he has to motivate people to do their job well, and several studies have found evidence that the way people are treated has an impact on their work. LO 2.2: Evaluate the different motivational approaches followed in organizations
Learning Objective	LO 2.2: Evaluate the different motivational approaches followed in organizations			
Topic/Concept	Be Aware of Leadership Assumptions			

Difficulty Level (mark X where applicable)	Easy	Moderate	Difficult
		X	
Skill Level (mark X where applicable)	Apply What You Know	Analyze It	Evaluate It
	X		

Note: Here starts 5 Short Answer level questions

Question Title	SA Question 26		
Assessment Type	Essay		
Question Stem	Analyze the recommendations that should be followed to avoid or respond to sexual harassment in the workplace.		
Learning Objective	LO 2.4: Express the need to remain ethical in all forms of roles in an organization		
Topic/Concept	Be Aware of Organizational Power		
Difficulty Level (mark X where applicable)	Easy	Moderate	Difficult
		X	
Skill Level (mark X where applicable)	Apply What You Know	Analyze It	Evaluate It
		X	

Question Title	SA Question 27		
Assessment Type	Essay		
Question Stem	Examine the different types of power used by leaders and how they influence others.		
Learning Objective	LO 2.4: Express the need to remain ethical in all forms of roles in an organization		
Topic/Concept	Be Aware of Organizational Power		

Difficulty Level (mark X where applicable)	Easy	Moderate	Difficult
		X	
Skill Level (mark X where applicable)	Apply What You Know	Analyze It	Evaluate It
		X	

Question Title	SA Question 28		
Assessment Type	Essay		
Question Stem	Explain the process by which leaders create and develop organizational culture.		
Learning Objective	LO 2.3: Recognize the need to be aware of organizational culture for effective communication		
Topic/Concept	Be Aware of Organizational Culture		
Difficulty Level (mark X where applicable)	Easy	Moderate	Difficult
		X	
Skill Level (mark X where applicable)	Apply What You Know	Analyze It	Evaluate It
		X	

Question Title	SA Question 29		
Assessment Type	Essay		
Question Stem	How does the concept of human relations assumption differ from human resources assumption? How are they similar?		
Learning Objective	LO 2.2: Evaluate the different motivational approaches followed in organizations		
Topic/Concept	Be Aware of Leadership Assumptions		
Difficulty Level	Easy	Moderate	Difficult

(mark X where applicable)		X	
Skill Level (mark X where applicable)			
	Apply What You Know	Analyze It	Evaluate It
		X	

Question Title	SA Question 30		
Assessment Type	Essay		
Question Stem	Distinguish between the transformational leadership approach and situational approach. How do leaders' vision becomes the goal and objectives for their followers?		
Learning Objective	LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others		
Topic/Concept	Be Aware of Leadership Approaches		
Difficulty Level (mark X where applicable)			
	Easy	Moderate	Difficult
		X	
Skill Level (mark X where applicable)			
	Apply What You Know	Analyze It	Evaluate It
		X	

Note: Here starts 5 Essay questions

Question Title	Essay Question 31		
Assessment Type	Essay		
Question Stem	How can sexual harassment at the workplace be classified? Analyze Susan Webb's definition of sexual harassment and its components.		
Learning Objective	LO 2.4: Express the need to remain ethical in all forms of roles in an organization		
Topic/Concept	Be Aware of Organizational Power		

Difficulty Level (mark X where applicable)	Easy	Moderate	Difficult
		X	
Skill Level (mark X where applicable)	Apply What You Know	Analyze It	Evaluate It
		X	

Question Title	Essay Question 32		
Assessment Type	Essay		
Question Stem	Assess the elements that motivate employees to work and give their best. Explain the assumptions that influence how leaders approach motivation.		
Learning Objective	LO 2.2: Evaluate the different motivational approaches followed in organizations		
Topic/Concept	Be Aware of Leadership Assumptions		
Difficulty Level (mark X where applicable)	Easy	Moderate	Difficult
		X	
Skill Level (mark X where applicable)	Apply What You Know	Analyze It	Evaluate It
		X	

Question Title	Essay Question 33		
Assessment Type	Essay		
Question Stem	Analyze if leadership skill is a natural trait or developed through experience. Evaluate the importance of different types of leadership approaches.		
Learning Objective	LO 2.1: Analyze how being aware of the social skills of the self and of others helps to adapt effectively to the communication skills of others		
Topic/Concept	Be Aware of Leadership Approaches		
Difficulty Level	Easy	Moderate	Difficult

(mark X where applicable)		X	
Skill Level (mark X where applicable)	Apply What You Know	Analyze It	Evaluate It
		X	

Question Title	Essay Question 34		
Assessment Type	Essay		
Question Stem	Examine the factors that contribute to the culture of an organization. Analyze how organizational culture influences the way work is accomplished.		
Learning Objective	LO 2.3: Recognize the need to be aware of organizational culture for effective communication		
Topic/Concept	Be Aware of Organizational Culture		
Difficulty Level (mark X where applicable)	Easy	Moderate	Difficult
		X	
Skill Level (mark X where applicable)	Apply What You Know	Analyze It	Evaluate It
		X	

Question Title	Essay Question 35		
Assessment Type	Essay		
Question Stem	Examine why power differences lead to abuse. How does the use of coercive power threaten the stability of a workplace environment? Analyze whether it is beneficial for an organization to use such power to accomplish their objectives.		
Learning Objective	LO 2.4: Express the need to remain ethical in all forms of roles in an organization		
Topic/Concept	Be Aware of Organizational Power		

Difficulty Level <i>(mark X where applicable)</i>	Easy	Moderate	Difficult
		X	
Skill Level <i>(mark X where applicable)</i>	Apply What You Know	Analyze It	Evaluate It
		X	