

Test Bank

Chapter 1: Introduction

True or false. Please write a “T” for true or an “F” for false in the blank space provided to indicate the correct answer to the following questions.

- ___ 1. Management strategy is a future-oriented conception in which the relationship between the industry and the environment is described, and this forms the guiding principles for decision making.
- ___ 2. In terms of its hierarchical ordering, strategic management is a level of managerial activity above setting goals.
- ___ 3. Tactics are the concrete actions that are taken to implement a strategy.
- ___ 4. The flattening of hierarchies and pressure for companies to improve productivity to remain competitive have made interpersonal relationships and the ability to maintain them more crucial than ever in the modern business world.
- ___ 5. According to Rosabeth Moss Kanter, the work of a manager has changed from a focus on communication to an emphasis on planning, organizing, and coordinating.
- ___ 6. The distinction between leadership and management is that leaders coordinate and organize activities while managers influence people.
- ___ 7. The best model of communication sees it as the transfer of information from one person to another.
- ___ 8. Plurality is any phenomenon "invented" or "constructed" by participants in a particular culture or society, existing because people agree to behave as if it exists or follow certain conventional rules.
- ___ 9. Berger and Luckmann argued that all knowledge, including the most basic, taken-for-granted common sense knowledge of everyday reality, is derived from and maintained by social interactions.
- ___ 10. Leadership is achieved—or not--through the processes of communication with others.

Multiple choice. Please write the letter that corresponds to the correct answer in the blank space provided. CHOOSE THE BEST ANSWER.

- ___ 1. A strategic approach to communication has become of greater importance in recent years for all of the following reasons, EXCEPT:
 - a. Changes in the workplace due to globalization and increased competition
 - b. Better educated management personnel.

- c. Evolution of our understanding of the process of communication.
- d. A greater appreciation for the centrality of communication in terms of its role in the creation of our social and organizational realities.

___ 2. _____ refers to the fact that people in communication mutually construct the meanings they have for situations and each other.

- a. Social construction of reality
- b. Plurality
- c. Globalization
- d. Strategic communication

___ 3. Authoritative power is

- a. Power that derives from the power holder's legitimate right to require and demand obedience.
- b. Influence based on the target's identification with, attraction to, or respect for the power holder.
- c. Influence based on the target's belief that the power holder possesses superior skills and abilities.
- d. Influence based on the potential use of informational resources, including rational argument, persuasion, or factual data.

___ 4. Reward power is

- a. The capacity to threaten and punish those who do not comply with requests or demands.
- b. Authority that derives from the power holder's legitimate right to require and demand obedience.
- c. Influence based on the target's identification with, attraction to, or respect for the power holder.
- d. The capability of controlling the distribution of rewards given or offered the target.

___ 5. Expert power is

- a. The capacity to threaten and punish those who do not comply with requests or demands.
- b. Influence based on the target's identification with, attraction to, or respect for the power holder.
- c. Influence based on the target's belief that the power holder possesses superior skills and abilities.
- d. Influence based on the potential use of informational resources, including rational argument, persuasion, or factual data.

___ 6. _____ power is influence based on the target's identification with, attraction to, or respect for the power holder.

- a. Expert
- b. Referent
- c. Informational

d. Legitimate

- ___ 7. According to Kotter, the functions of management are to produce order and consistency through all of the following, EXCEPT:
- Establishing direction
 - Planning and budgeting
 - Organizing and staffing
 - Controlling and problem solving
- ___ 8. According to Kotter, the functions of leadership are to produce change and movement through all of the following, EXCEPT:
- Establishing direction
 - Controlling and problem solving
 - Aligning people
 - Motivating and inspiring
- ___ 9. The assumption that communication only concerns the transfer of information to another is inadequate for all of the following reasons, EXCEPT:
- It ignores the effects of distortion on information transfer.
 - It ignores the multiple possible interpretations that a receiver might make of a message.
 - Technology has come to predominate as a channel of organizational communication.
 - Meaning is often contested in many organizational environments.
- ___ 10. The process of social construction of reality involves the following:
- Human significations, routinizations, and institutions.
 - Human routinizations, typifications, and institutions.
 - Human typifications, significations, and institutions.
 - Human routinizations, significations, and institutions.

Short answer. Please write the answers to the following questions.

- How does strategy differ from tactics? Use an example to illustrate your answer.
- Explain how leadership differs from management.
- Of the six bases of power identified by Raven and French, which three are not conferred by an organization and thus provide an opportunity for anyone to wield influence?

Essay. Please write your response to the following questions.

- Explain the effects of globalization on the modern workplace and then discuss how these have affected the importance of communication for today's businesspersons.

2. Explain how the social construction of reality concept empowers those who aspire to be leaders.

Answer Key:

True or false

1. T
2. F
3. T
4. T
5. F
6. F
7. F
8. F
9. T
10. T

Multiple choice

1. b
2. b
3. a
4. d
5. c
6. b
7. a
8. b
9. c
10. c

Short answer

1. Students should explain that strategy is a “big picture” look at a problem that focuses upon the entire forest and not individual trees. It involves analysis and from that analysis, the synthesis of a coherent plan of action. Their answers should also explain that tactics are the concrete actions that are taken to implement a strategy and provide an example to illustrate this difference.
2. While managers coordinate and organize activities, leaders influence people. Although these differing mindsets and courses of action often complement each other in the workplace, it is important to note that anyone can be a leader with the proper way of thinking and skill set. Students might also address that leaders potentially differ from managers in regards to the type of power they may yield. Managers are appointed; they have legitimate power that enables them to reward and punish employees. The formal

authority given to them by their position gives managers the ability to influence employees. Leaders, on the other hand, may be appointed or may emerge from a group of employees. In the latter case, they have the opportunity to influence others beyond their formal authority in an organization.

3. Referent, expert, and informational power

Essay

1. Student responses should discuss the effects that globalization has had upon today's workplace. These include the flattening of hierarchies, mergers, increased competition, greater instability, and the resulting importance of interpersonal skills in order to influence others and to accomplish work tasks.
2. The reason that a social constructionist view is important for leaders or potential leaders is that it provides a powerful basis for understanding and marshalling influence within an organization through strategic assessment and planning. That is, such a perspective provides greater potential empowerment of the individual as compared with traditional leadership theory, which has often viewed leadership as a trait, style or characteristic that an individual has. This latter view becomes more about a particular individual's psychological make-up. A social constructionist view, on the other hand, recognizes that leaders are more involved with the management of meaning—and meaning making involves a number of actors involved inside and outside the organization. Thus, it is not about the individual alone and his or her traits or temperament, it is about understanding the power of communication, the involvement of others in creating the meaning of that communication as well as the meaning of organizational life, processes and activities.