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MGMT 301 – Exam 3 – Practice Exam Answer Key

1. A; Your manager is engaging in Selective Perception
2. D; This is the Myers-Briggs type indicator, or MBTI
3. D; You are reinforcing Organizational Citizenship Behaviors with your employees
4. B; The publisher might be using the Laissez-faire approach to leadership
5. C; This is Job Discrimination; you can discriminate even if you don't consciously decide to discriminate
6. B; This is Leadership
7. B; The Autocratic style is acting in a unilateral, command-and-control fashion; this style might work in some situations. For example, if you are a supervisor in a manufacturing facility and you are overseeing production employees, you might decide the autocratic style is a good fit for the job. In this situation you are High Task/Low People Concern
8. B; Leadership success depends on achieving the right match between the demands of the situation and leadership style
9. A; This is Transactional Leadership
10. C; Projection is NOT one of the Big 5 Personality Traits
11. C; Locus of control is the extent to which you believe that what happens to you is within your control
12. C; Google uses a Democratic approach. We know that the democratic approach is both high on people concern and high on task concern
13. A; This is Constructive Stress
14. C; This discomfort is called Cognitive Dissonance
15. C; The ERG Theory condenses Maslow's hierarchy into 3 categories

16. A; A satisfier factor is found in job content and involves things like your sense of achievement, job responsibilities, advanced potential, and personal growth
17. E; Job Design is NOT one of the 5 core job characteristics. The 5 core characteristics are skill variety, task identity, task significance, autonomy, and feedback from the job
18. A; Expectancy x Instrumentality x Valence = Motivation; It can be written as $M = E*I*V$
19. D; Autocratic leadership style would be appropriate here
20. A; BF Skinner used Operant Conditioning
21. A; This is Mood Contagion
22. C; The supervisor is applying the Law of Contingent Reinforcement
23. D; Managerial Power is equal to position power plus personal power
24. B; This is Halo Effect
25. D; You would be using Intuition
26. D; The agent is applying Equity as a motivation theory when he shows his client a competitor's job contract
27. C; MBTI (Myers-Briggs)
28. C; Jordan Romero was both Extrinsically and Intrinsically motivated; His intrinsic motivation is reflected in the fact that he wanted to do this, and did the work to make it happen
29. C; This act is meeting a Relatedness need. You could compare this to Maslow's Social Needs category
30. B; Laissez-Faire. This is a test question Johnson has used in previous semesters.
31. E; All of these are issues of perception in the SMCR model
32. B; Trait
33. A; You are Intuitive, according to the MBTI
34. C; Structure helps us know where we fit in when we join an organization
35. A; Competition among Functions is NOT a benefit of a functional structure
36. E; You would want to be described as both a Manager and a Leader

37. A; In this case, the manager has referent power. We define referent power as achieving influence through personal identification
38. B; This is a Divisional Structure. The top 5 kinds of structure are Functional, Divisional, Matrix, Team, and Network. According to Professor Johnson, Divisional is one of the top two structures. Functional is the most popular structure.
39. A; A film director might employ a Human Relations style of leadership. We know that Human Relations is High People/Low Task Concern
40. E; Both Human Relations and Autocratic
41. B
42. D; Expertise is NOT a part of position power
43. A; Laissez-faire is the French for keeping your hands off something
44. A; Leaders are made through training and experience
45. A; This supervisor is applying the Law of Immediate Reinforcement
46. D; In a call center, you would likely be using the Autocratic style of leadership. A call center supervisor would be Low on people concern and High on task concern
47. D; Your boss is asking you to look at Style and Situation with Fiedler's approach
48. C; This is the Telling approach under the Hersey-Blanchard model
49. E; Chain of Command shows you whom you would report to.
50. C; He has an external locus of control because he believes that the things that happen to him are someone else's fault. The opposite would be internal locus of control. Locus of control refers to the extent to which a person feels they are in control of/responsible for what happens to them.



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MGMT 301 – Exam 3 – Check Your Understanding Answer Key

Check Your Understanding – Chapter 8 – Org. Structure and Design

1. The benefits of an informal structure include:

- Helping in getting work done
- Enables workers to easily find the information they need to get the job done
- Enables employees to help each other learn their jobs and solve problems
- Provides employees with emotional support
- Can be helpful during times of change or organizational restructuring

The drawbacks of an informal structure include:

- Activities conducted with the structure do not always work in the best interest of the company
- Can lead to rumors or sharing of inaccurate information
- Can encourage a resistance to change among employees
- Can end up excluding some employees

2. B; Flat structure

3. The Big 3 organizational structures according to Professor Johnson:

- Functional
- Divisional
- Matrix

*Note that during some semesters, Johnson refers to the Big 3, as in this question. This semester, he talked about the Big 5 and also included Team Structure and Network Structure. Johnson has said that the most popular organizational structure is Functional. We know that Gulfstream is an example of a company using the functional structure.

4. The 3 steps of delegation are 1) Assign responsibility, 2) Grant authority, and 3) Create accountability. Remember that delegation is the foundation for decentralization. Empowerment is the result of effective delegation.

Check Your Understanding – Chapter 11 - Leadership

1. A; This is legitimate power. Legitimate power is achieving influence through formal authority.

2. A; Steve Jobs had Expert power by virtue of his special knowledge within the industry.

3. B; Spielberg used Human relations leadership when convincing Will Smith to take the role. The human relations style of leadership is low concern for task and high concern for people.

4. A; You would use Selling style of leadership. The Selling style is high task/high relationship in nature. In contrast, in the Hersey-Blanchard model, Delegating is low task/low relationship.
5. D; Autocratic is not one of the 4 leadership styles in Path-Goal Theory. An autocratic leader is high concern for task and low concern for people

Check Your Understanding – Chapter 12 - Individual Behavior

1. Attitude is a predisposition to act a certain way based on a decided mental state. This can be positive or negative.
2. The 3 components of attitudes are: 1) Cognitive, 2) Affective, and 3) Behavioral
3. An internal locus of control means that you take responsibility when things happen. An external locus of control means that you blame things that happen on something external to you. You do NOT take responsibility.
4. Using personality types in management can be an issue because you must remember that there is no BAD or WRONG personality type. Personalities are just different.
5. Some characteristics of a “high mac” personality include being exploitative, being emotionally detached, and being unconcerned about others. The term “High Mac” comes from Machiavellianism. People who are “High Mac” use power to manipulate and may feel that the end justifies the means.

Check Your Understanding – Chapter 13 - Motivation

1. According to Locke’s goal-setting theory, a motivational goal is a goal with the right combination of specificity and difficulty that is likely to be accepted and committed to by workers.
2. Under Locke’s theory, the 6 tips for managers are:
 - a. **Set specific goals** – Managers should avoid generalities
 - b. **Set challenging goals** – Managers should set goals that are challenging but still realistic and attainable
 - c. **Build commitment to goals** – People will work harder to achieve goals if they accept them and believe in them
 - d. **Clarify priorities** – Managers should set clear expectations about which goals to pursue first
 - e. **Provide feedback** – People need to hear from managers about how well they are doing.
 - f. **Reward results** – Managers should not ignore results; employees are motivated by rewards for accomplishments
3. Vroom asked what determined the willingness of an individual to work hard at tasks important to the organization
 - a. Managers must remember that different people will come up with different reasons to be motivated to work hard
 - b. Vroom suggests that managers always build high expectations that make people believe that trying hard will result in high performance.
 - c. Motivation = Expectancy x Instrumentality x Valence

a. $M = EIV$

4. Herzberg's theory Identified satisfier and hygiene factors that workers associated with their jobs.