MULTIPLE CHOICE

1.Which of the following is an uncommon form of team in an organization?

a. Problem-solving

b. Self-managed

c. Formulated

d. Cross-functional

e. Virtual.

2.Which of the following characteristics would match to a problem-solving team?

a. 5-12 employees from the same department

b. 5-12 employees from different departments

c. Employees meet daily for discussions

d. Employees are in charge of planning and scheduling work

e. Employees take initiative to intervene and solve problems as they arise.

3.Cory is on a team at her office that consists of 10-15 employees who take on the responsibilities of their former managers. It can be said that she is working on a

a. quality circle.

b. cross-functional team.

c. work group.

d. self-managed team.

e. virtual team.

4.If no one is aware of conflict, it is generally agreed that

a. employee-employer relations will be good.

b. conflict is subversive.

c. no conflict exists.

d. conflict is inevitable.

e. management practices are highly effective.

5.A problem-solving team is a

a. permanent cross-functional team.

b. temporary cross functional team.

c. permanent process-improvement team.

d. temporary committee.

e. virtual team.

6.How others believe you should act in a given situation is a

a. norm.

b. stereo type.

c. role expectation.

d. role perception.

e. halo effect.

7.A person who relies on control strategies to get things done by subordinates is called a

a. leader.

b. director.

c. mentor.

d. manager.

e. peer.

8.If leadership behavioural theories are correct, then

a. leadership trait theories are incorrect.

b. leaders are born with leadership behaviours.

c. leader behaviour should be altered.

d. leadership can be learned.

e. attribution theory has no validity.

9.Which of the following is a force for change in organizations?

a. societal infrastructure

b. material infrastructure

c. cynicism

d. competition

e. lack of communication

10.Change agents are responsible for

a. planned change.

b. unplanned change.

c. coping with ongoing change.

d. managing change activities.

ESSAI

Using examples (preferably real life examples you personally experienced), define and describe steps organizations can take to overcome the resistance to change. Discuss both the positive and negative aspects.

Depends what is driving resistance to change: peosonal or organizational factors.

Personal:

* ppl don’t like change – communicate benefit and help build confidence
  + Select ppl who embrace change to become change ambasadors
* ppl don’t understand: communicate benefits
  + Communicate
* ppl don’t afgree: communicate analysis and drivers for change
  + Communicate
* Self interest – use negociation skills to uncover intersts rather than positions (position = objected to change) – address intersts
  + Build relationships

Organizational:

* Fear of loosing resource allocation – ensure keps
* Loosing power: comforting
  + Implement fairly
  + Build relationships to build trust
* Threat to expertize: train
* Structural and group inertia: create

Tactics:

* Implement stakeholders early
* Education/Communication
* Develop positive relationships
* Implement fairly
* Select ppl who accept change

2 approaches: Action Research:

* Research
* Analyze
* Feedback
* Action
* Review

Appreciative inquiry:

* Inspire/dream
* Plan/implement

Describe the major differences between transactional and transformational leadership. Use examples of known public business leaders or political leaders to support your response.

Transactional: one step at a time; KTLO. Motivates in exchange for reward

Maslow: work at lower levels; focus on tasks using motivation techniques (positive, negative)

Conscerned with process. Fits Theory X – ppl need motivation

Good example is team coaches, like Lombardi – motivated GB to excel

Transformational: NMelson Mandella. Focus on team building and collaboration

Fits theoy Y

How might team members having different mental models hinder team’s performance? Create an example to illustrate your answer.

Could fall out of norms; create uncomfortable situations.

Could be communicaitons gaps

One extremely extroverted member with all introverts – could hog conversation if no one taking on role of gatekeeper.

For small cases, I might give you a mini-case and ask you either to analyze in light of a theory, or ask you specific questions about the mini-case.