APPENDIX B - QUIZ

Mark the answer form provided with an X for the <u>most correct</u> answer.

1.   The responsibility of a leader in business is to:

    (a)   develop people
    (b)   motivate subordinates
    (c)   manage
    (d)   all of these

2.   The "trait" theory of leadership means that a leader:

    (a)   must be "a man for all seasons"
    (b)   need only possess a few key leadership traits
    (c)   need not be versatile
    (d)   is born and not bred

3.   Empathy, a key leadership trait, refers to:

    (a)   being kind and tactful
    (b)   being completely impartial
    (c)   being able to put oneself in someone else's shoes and understanding how he feels
    (d)   having a powerful personality

4.   The "situationist" approach to leadership means:

    (a)   different situations require different types of leaders
    (b)   a leader is "a man for all seasons"
    (c)   a leader displays different traits according to the situation
    (d)   no leader is necessary in certain situations

5.   Key requirements for effective leadership are:

    (a)   none of these
    (b)   patience, integrity and guts
    (c)   kindness, tact and sympathy
    (d)   energy, flexibility and empathy

6. It is essential that all managers have exceptional product knowledge:

    (a) always true
    (b) false
    (c) depends on the technical details of the product
    (d) depends on the organisation

7. Effective management achieves:

    (a) high profit and contented employees
    (b) happiness
    (c) tough environments
    (d) organisational objectives

8. When a manager is bypassed on a matter of change, he usually:

    (a) objects forcefully
    (b) becomes apathetic
    (c) opposes change
    (d) resigns

9. Leadership arises mainly from:

    (a) specific personal qualities
    (b) the needs of a specific situation
    (c) education
    (d) the ambition of wives

10. An effective leader achieves results:

    (a) quickly and profitably
    (b) by putting the pressure on someone
    (c) by motivating and developing people
    (d) at minimum cost

11. Development of people is part of effective management:

    (a) depends on the level of the people
    (b) if profit targets are met
    (c) in the long run
    (d) in-the short run

12. Management is effective when targets are set:

    (a) for all levels of management .
    (b) in a hurry
    (c) by the managing director
    (d) quantitatively

13. Effective management is measured by:

    (a) market standing
    (b) productivity and profitability
    (c) all of these
    (d physical and financial resources

1 4. Authority is:

    (a) the ability to persuade
    (b) power given from below or above
    (c) formal status
    (d) influence derived as a result of expertise

15. The effective manager is:

    (a) developing up to the age of 30
    (b) effective all of his life
    (c) continually developing
    (d) away attending courses

16. Effective management achieves organizational objectives by:

    (a) managing power
    (b) avoiding shirkers
    (c) kindness and understanding of problems
    (d) dynamic leadership

17. Commitment on the part of subordinates is essential to effective management. This is ensured by:

    (a) alive participation
    (b) an atmosphere of trust
    (c) all of these
    (d) two-way communication

18. "The situation normally determines leadership". This statement is:

    (a) false
    (b) true
    (c) depends on the person
    (d) depends on the situation

19. Change of leadership should occur:

    (a) in response to the situation
    (b) quickly before anyone realises it
    (c) lowly so that it is hardly noticed
    (d) frequently

20. A manager who displays a distinctive leadership style:

    (a) is taken advantage of by his employees
    (b) achieves organizational objectives
    (c) promotes confidence amongst his subordinates because of predictability
    (d) always gets on well with his subordinates

21. Consistency of management style:

    (a) causes frustration among employees
    (b) enables employees to know where they stand
    (c) promotes happiness and contentment
    (d) makes employees bored

22. A directive leader is one who:

    (a) speaks directly to his subordinates
    (b) expects his subordinates to carry out his decisions without question
    (c) is always pleasant and cheerful
    (d) expects his subordinates to make their own decisions

23. A manager who allows his workers to help in the setting of goals is:

    (a) directive
    (b) participative
    (c) task-centred
    (d) weak

24.   A participative leader is one who:

      (a)   participates in the work of his subordinates
      (b)   encourages his subordinates to help make final decisions
      (c)   give's his subordinates free rein in making decisions
      (d)   is always kind and considerate

25.   When a manager is task-centred he:

      (a)   tries to get his subordinates to do their tasks well
      (b)   is concerned with getting the best out of his subordinates
      (c)   continually punishes and threatens his subordinates
      (d)   is more concerned with work procedures and productivity than developing the people responsible for them

26.   A group-centred leader:

      (a)   believes in forming his subordinates into groups
      (b)   makes himself one of the group
      (c)   sees a job in terms of organisation, training and motivation of subordinates
      (d)   wishes to be the centre of attraction

27.   A leader who abdicates authority because of his inability to control is:

      (a)   unintelligent
      (b)   hen-pecked
      (c)   group-centred
      (d)   accommodative

28.   "Man is motivated to satisfy a hierarchy of needs". Which of the following is man's most basic need?

      (a)   security
      (b)   physical
      (c)   social
      (d)   ego

29.   Man's ego need revolves round the need for:

      (a)   recognition
      (b)   power and respect
      (c)   friendship
      (d)   sex

30. A man normally wants to feel liked and to be part of a group:

   (a) if he isn't a leader
   (b) false
   (c) depends upon the circumstances
   (d) usually true

31. Man's heeds occur in the following order:

   (a) physical, ego, social, security, self-fulfillment
   (b) self-fulfillment, physical, social, ego, security
   (c) physical, security, social, ego, self-fulfillment
   (d) self-fulfillment, ego, social, security, physical

32. Man is frustrated and has feelings of conflict when he:

   (a) hasn't been promoted
   (b) hasn't achieved his aims
   (c) has opposing aims
   (d) isn't earning enough

33. Man's social need refers to his need for:

   (a) all of these
   (b) a sense of belonging
   (c) being liked
   (d) having friends

34. "Once a need has been satisfied, it no longer motivates a person":

   (a) true
   (b) depends on the need
   (c) man can never get enough
   (d) false

35. To achieve results, a manager must satisfy the needs of his subordinates by:

   (a) talking to them
   (b) establishing a good relationship with them
   (c) understanding their problems
   (d) motivating them

36. Effective long term motivation is best achieved by:

   (a) KITA
   (b) fear
   (c) money and good working conditions
   (d) challenge, responsibility and achievement

36. Man's main motivation to work is money:

   (a) false
   (b) sometimes true
   (c) depends how much
   (d) only if he is poor

38. Motivation is concerned with people's:

   (a) attitudes
   (b) all of these
   (c) desires
   (d) interests

39. The results of effective motivation are:

   (a) speedy work and efficiency
   (b) a happy band of workers
   (c) creativity, performance and productivity
   (d) a smiling managing director

40. The behaviour of people who are not motivated sufficiently is:

   (a) indolent and apathetic
   (b) resistant to change
   (c) lacking in responsibility
   (d) all of these

41. People are motivated by:

   (a) improved work conditions
   (b) raised salaries
   (c) KITA
   (d) job enrichment

42. Productivity and contentment are:

    (a) not directly related
    (b) almost the same
    (c) not measurable
    (d) directly related

43. When a person is unable to achieve a desired goal he becomes:

    (a) aggressive
    (b) apathetic
    (c) insecure
    (d) frustrated

44. When a person is frustrated, he can:

    (a) attack the object of his frustration
    (b) simply tell himself not to be frustrated
    (c) all of these
    (d) attack himself

45. The key binding factor that ties a group or organisation together is its communication network:

    (a) depends on the organisation
    (b) depends on the intercom system
    (c) true
    (d) false

46. The communication network in an organisation is unrelated to that organisation's lines of authority:

    (a) true
    (b) false
    (c) depends on the organisation
    (d) depends on the communication network

47. For people in an organisation, their roles, status, authority, responsibility, etc. are linked by:

    (a) common problems
    (b) organisational objectives
    (c) a series of communication nets
    (d) a dynamic leader

48. Effective communication requires:

   (a) selection and understanding of right receiver
   (b) selection of correct message medium and tone
   (c) frequent feedback
   (d) all of these

49. The effect of all communication should be to change people's behaviour:

   (a) generally true
   (b) False
   (c) if one is a dictator
   (d) only the behaviour of subordindates

50. The basic approach should be the same when communicating with subordinates, colleagues and superiors:

   (a) true
   (b) false
   (c) depends on the message
   (d) depends on one's mood at the time

51. When communication is faulty, there results:

   (a) frustration
   (b) apathy
   (c) anger
   (d) all of these

52. When communicating with someone who has a problem, the effective leader:

   (a) listens to the person's problem first
   (b) is tactful and makes the person at ease
   (c) puts across his own viewpoint first
   (d) gives the person a drink

53. Feedback is a waste of time:

   (a) between intelligent people
   (b) not true
   (c) sometimes
   (d) between unintelligent people

54.   The effectiveness of each group in an organisation depends on:

(a)   its ability to communicate with the other groups
(b)   a dynamic group leader-
(c)   the number of people in the group
(d)   whether the atmosphere in the group is pleasant

55.   Individuals do not work in isolation in an organisation. They work:

(a)   together but only to accomplish their own needs
(b)   by necessity, in close proximity to each other
(c)   together to accomplish their needs and the needs of the group
(d)   only if they can't help it.

56.   Man's status is determined by his:

(a)   ranking in a group he associates with
(b)   ability
(c)   wealth
(d)   family connections.

57.   "Factory workers are generally more anti-management than office workers":

(a)   depends on the management
(b)   depends on the workers
(c)   depends upon the industry
(d)   depends upon the education of the workers

58.   The strength of a work group is dependent upon:

(a)   physical surroundings
(b)   satisfaction of social needs
(c)   the sex drive of members
(d)   all of the above

59.   A group norm is:

(a)   a value that the group believes in
(b)   a series of sentiments the group holds about management
(c)   an attainable standard of behaviour that group members are expected to adhere to
(d)   all of the above

60. "Hourly paid workers are more likely to form strong anti-management groups than are monthly paid staff":

    (a) generally true
    (b) depends on the nature of management
    (c) false
    (d) depends on the workers

61. All groups have informal group leaders:

    (a) true
    (b) depends on the group
    (c) false
    (d) only in the army

62. Groups of workers are always anti-management:

    (a) true
    (b) false
    (c) depends on the workers
    (d) depends on the management

63. Which of the following is an example of a group norm:

    (a) none of these
    (b) anti-management sentiment
    (c) the pegging of production output
    (d) belief in fair play

64. Tension existing between groups can be reduced by:

    (a) settling the conflict by arbitration
    (b) exchange of people
    (c) common goals
    (d) all of these within certain limitations

65. Communication channels and relationships between groups exist because of:

    (a) group norms
    (b) reciprocity i.e. repayment of favours
    (c) group leaders
    (d) pleasant work environments

66. When a member breaks a group norm, the rest of the group:

   (a) feel sorry for him
   (b) change the norm
   (c) punish him by isolation
   (d) beat him up

67. The individual's view of reality is:

   (a) understanding
   (b) awareness
   (c) perception
   (d) selection

68. "We see what we want to see, and defend ourselves against those things that make us uncomfortable":

   (a) sometimes true
   (b) false
   (c) true
   (d) only if we are escapists

69. Men with different backgrounds will perceive things differently:

   (a) true
   (b) depends on the background
   (c) false
   (d) depends on the "things"

70. For man to learn he must have:

   (a) the need to acquire new knowledge
   (b) enough ability
   (c) the right attitude
   (d) a good memory

71. Correction and modification of behaviour is part of learning. One can accomplish this by:

   (a) developing one's memory
   (b) effective feedback
   (c) honest evaluation
   (d) dynamic leaders

72. First impressions of people are easy to change:

    (a) true
    (b) false
    (c) depends on the people
    (d) only if the impressions are unfavourable

73. It is important to be aware of one's own skills and weaknesses so that:

    (a) one can recognise where one should improve
    (b) one can capitalise on one's good points
    (c) all of these
    (d) one can develop one's character

74. If one doesn't recognise one's own shortcomings:

    (a) one is probably happy
    (b) one will never be a leader
    (c) one will never develop the full potential of one's personality i.
    (d) it doesn't make any difference

75. Assessing people is an important aspect of management:

    (a) only in a big organisation
    (b) not really important
    (c) true
    (d) false

76. A formal organisation is:

    (a) where everyone must wear ties and jackets
    (b) a differentiated system of interrelated groups, positions and roles which have been planned
    (c) headed by a managing director with managers in descending order under him
    (d) one which was formed a long time ago

77. Cliques and friendship groups that develop within a formal organisation are called:

    (a) communication groups
    (b) nothing in particular
    (c) a nuisance
    (d) informal groups

78.   A dynamic organisation:

      (a)   adapts well to change
      (b)   has brilliant leaders
      (c)   uses all the modern techniques
      (d)   has high productivity

79.   An inflexible organisation in which change is avoided, is called a:

      (a)   formal organisation
      (b)   frozen organisation
      (c)   bureaucratic organisation
      (d)   nothing in particular

80.   Trends that exist in large industrial organisations are:

      (a)   all of these
      (a)   difficulties in communication
      (a)   inflexible hierarchy in the distribution of authority
      (a)   idea of individual responsibility

81.   If the key management <u>style</u> of the leader is incongruent with the general <u>tone</u> of the organisation:

      (a)   something is wrong with the individual
      (b)   something is wrong with the organisation
      (c)   he will be an ineffectual leader
      (d)   it doesn't really matter

82.   Mixed styles can exist harmoniously within an organisation:

      (a)   false
      (b)   true
      (c)   depends on the organisation
      (d)   depends on the styles

83.   Automation replaces men and their judgement and decisions, but:

      (a)   this doesn't matter
      (b)   we must sacrifice something for progress
      (c)   this won't last long
      (d)   it extends the field of management at the same time

84. An organisation with a management that is absolute, aggressive, and suppresses all suggestion and opposition is:

    (a) dictatorial
    (b) charismatic
    (c) nepotistic
    (d) bureaucratic

85. A bureaucracy is an organisation:

    (a) where everyone sits at desks
    (b) that has one man at its head
    (c) that is very large
    (d) where responsibility rests only with departmental heads

86. Companies must adapt to all types of change:

    (a) only if their productivity is low
    (b) only some types
    (c) true
    (d) false

87. Companies that are inflexible:

    (a) don't really suffer
    (b) die or are acquired
    (c) flourish
    (d) are usually small in size

88. One cannot prevent change, in an organization because of:

    (a) changing environment
    (b) the efforts of management
    (c) changing values
    (d) pressure from workers

89. To change an organisation one must manage:

    (a) the structure of the organisation
    (b) the technology used in the organisation
    (c) all of these
    (d) the people in the organization

90.	Management of change depends on effective communication:

   (a)	rarely
   (b)	only sometimes
   (c)	never
   (d)	always

91.	When a group is threatened by change, it usually becomes:

   (a)	pliant
   (b)	cohesive
   (c)	aggressive
   (d)	miserable

92.	The most effective long-term strategy of change is:

   (a)	rapid, accomplished before opposition can be voiced-
   (b)	evolutionary, without major dislocation
   (c)	participative with commitment of all
   (d)	all of these

93.	Effective management of change is best done by a manager who is:

   (a)	old and experienced
   (b)	able to empathize
   (c)	young and dynamic
   (d)	cunning

94.	Management of change is:

   (a)	mainly a technical problem
   (b)	part of the normal management job
   (c)	the work of a special department
   (d)	a one shot activity

95.	If one anticipates resistance to change then one usually:

   (a)	can avoid it
   (b)	beats it
   (c)	gets it
   (d)	prevents the change

96.   To change the behaviour of individuals, managers should:

(a)   accept all the responsibility themselves
(b)   enlist the help of others
(c)   buy the individuals a drink
(d)   share the responsibility with the individuals

97.   The best way to change the behaviour of individuals is:

(a)   without, obvious authority
(b)   with authority
(c)   by manipulation
(d)   none of these

98.   Change in organisation is:

(a)   always a good thing
(b)   to be resisted if possible
(c)   inevitable over a time
(d)   always good for efficiency

99.   There is one best way to do every job:

(a)   false
(b)   generally false
(c)   depends on the job
(d)   generally true

100.   "Job autonomy is the freedom the worker has to do work in his own way":

(a)   depends on the society
(b)   false
(c)   depends on the job
(d)   true

Solutions … JUST CORRECTED … why not follow the whole AGL course?

Do you now agree? … please protest to us at: dr.bobboland@hotmail.com

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