

TRƯỜNG ĐẠI HỌC VĂN LANG
KHOA: QUẢN TRỊ KINH DOANH

ĐỀ THI VÀ ĐÁP ÁN ĐỀ THI KẾT THÚC HỌC PHẦN
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Cách thức nộp bài phần tự luận: sinh viên có thể lựa chọn một trong hai cách

- Gõ trực tiếp trên khung trả lời của hệ thống thi; hoặc
- Upload file bài làm ở định dạng file word, excel, pdf...

MULTIPLE CHOICE SECTION (6 points)

Which one of the following is not one of the required elements of charismatic leadership?

- A. The Organization
- B. Characteristics of the leader
- C. Characteristics of followers
- D. The situation

Answer: A;

Which one of the following is not one of the characteristics of charismatic leaders? -

- A. High task focus
- B. High self-confidence
- C. Strong conviction about ideas
- D. High energy and enthusiasm

Answer: A;

Mr. A is a leader with the following characteristics:

- Good at impressing, inspiring and convincing employees to do what they want
- Often exaggerates current crises to make employees more obedient

- Information in the Organization is controlled extremely effectively so that employees only know what Mr. A wants them to know.

Based on these characteristics, what type of leader could Mr. A be?

- A. Unethical charismatic leader
- B. Transactional leader
- C. Ethical charismatic leader
- D. Transformational leader

Answer: A;

Mr. B is extremely confident that he is someone who regularly delegates work to his employees. In fact, Mr. B often assigns new tasks to employees to perform without supervisory support. However, because they are not trained, not ready and not supported by the supervisor, employees tend to fail after a short time. At this time, Mr. B began to participate and correct the employee's actions in an impatient, harsh and negative manner.

Mr. B has which of the following leadership style characteristics?

- A. Transactional leadership – management by exception
- B. Transactional leadership – contingency reward
- C. Charismatic leadership
- D. Transformational leadership

ANSWER: A

Which of the following is **NOT** a characteristic of an ethical charismatic leader?

- A. Build messages based on the leader's benefits
- B. Accept different perspectives
- C. Ensure two-way communication
- D. Describe the actual need for change

ANSWER: A

What is the ultimate goal of transformational leadership?

- A. Cause the Organization to change
- B. Make employees dare to change
- C. Make employees change

D. Make employees obey

ANSWER: A

Donald Trump is the 45th president of the United States. He is known as an extremely straightforward person, clearly understanding his values and always expressing those values honestly. Despite this, Trump has also been found to have many of the characteristics of a narcissist. At the same time, he has prejudiced and hostile thoughts about those who oppose him.

In your opinion, is Donald Trump an example of an authentic leader? Why?

A. No, because Donald Trump has prejudices in his thinking and has unfair assessments of those who oppose him

B. No, because Donald Trump behaves extremely hostilely

C. Yes, because Donald Trump is self-aware of his core values, identity, priorities, and emotions

D. Yes, because Donald Trump is clearly aware of his own values and lets them govern his behavior

ANSWER: A

Which of the following is not considered to be part of the upper-echelon leadership of an organization?

A. Top department leader

B. President

C. Chief operating officers

D. Top management team

Answer: A;

Micro leaders are typically evaluated as effective based on _____, whereas upper echelon leaders are typically evaluated based on_____.

A. employee satisfaction; stock prices

B. motivation; absenteeism

C. stakeholder satisfaction; employee satisfaction

D. productivity; financial measures

Answer: a;

Steve Jobs is the founder and former CEO of Apple Corporation; people describe him as follows:

- An extreme control freak
- Has extremely high standards
- As a great visionary in Silicon Valley, he can create products that users don't even realize they need.

The above characteristics demonstrate which strategic leader is Steve Jobs?

- A. High-control innovator (HCI) innovative leader
- B. Status quo guardian (SQG)
- C. Process manager (PM)
- D. Pioneering leader, participative management (Participative innovator - PI)

ANSWER: A

Ms. E is a person who does not like changes. However, during her work, she often decentralizes and lets employees participate in the decision-making process. For simple tasks, she can authorize employees to make full decisions on her behalf.

What type of strategic leader is Ms. E?

- A. Process manager (PM)
- B. High-control innovator (HCI)
- C. Participative innovator (PI)
- D. Status quo guardian (SQG)

ANSWER: A

Which of the following is **NOT** one of the primary methods senior leaders commonly use to influence their organizations?

- A. Evaluate employee performance
- B. Analyze data & build business strategies
- C. Resource allocation
- D. Establish ethical standards

ANSWER: A

When do upper-echelon leaders have a primary responsibility to formulate a strategy for an organization?

- A. When an organization is looking for strategic redirection.
- B. When a successful strategy is in place.
- C. When the environment is uncertain.
- D. When stakeholders have the power to make decisions that impact the Organization.

Answer: A;

In successful companies, the well-established culture and procedures often _____.

- A. act as a substitute for the CEO
- B. reduce the impact of teams
- C. provide increased discretion to the leader
- D. increase the power of the leader

Answer: A;

As a general rule, the power and discretion of the CEO increase when:

- A. the TMT members are similar to the leader.
- B. the CEO has considerable international experience.
- C. the company goes public
- D. a board of directors is put in place to help the CEO

Answer: A;

Gerard Kleisterlee, former CEO of Royal Philips, gathered people who wanted to contribute to the Organization, regardless of rank. What process best describes this example?

- A. employee participation
- B. self-managed teams
- C. delegation
- D. empowerment

Answer: A;

Mr. C is the Project Team Leader; he has good expertise and is always ready to help his colleagues. However, recently, C is gradually overloaded due to the large amount of work. When the Director asked why he did not delegate part of his work to some other employees, he replied: "I can do it faster myself."

How should the Director respond to C?

- A. Taking time to train followers frees up time in the long run
- B. It is the leader's responsibility to train employees and give them challenges
- C. It is the leader's responsibility to prepare employees to be ready to do the job
- D. Leaders need to know how to balance their workload

ANSWER: A

Which of the following is **NOT** a way to develop self-leadership?

- A. Willing to make decisions without asking others' opinions
- B. Listen more - talk less
- C. Ask questions instead of answers
- D. Share information rather than hoard it

ANSWER: A

Ms. D has been a successful leader for the past 30 years. She has a high professional capacity and often makes decisions alone. D leads a company with over 200 employees working online in 20 different countries.

In general, Ms. D will have difficulty practicing participative leadership because _____

- A. differences in leadership styles and geographic dispersion of employees
- B. lack of time and complicated work
- C. lack of employee commitment and readiness
- D. differences in the business environments and cultures of countries

ANSWER: A

Which of the following is one of the goals of delegation?

- A. Help leaders reduce workload when overloaded
- B. Share power with employees
- C. Empower employees

D. Increase the leader's power

ANSWER: A

Which of the following cultural values may influence an employee's willingness to participate in the decision-making process?

- A. Collectivism / Individualism
- B. Level of willingness to face/avoid uncertainty
- C. Short-term/long-term time orientation
- D. All sentences are correct

ANSWER: A

Organization E has the following characteristics:

- High hierarchical, power centralization
- The administrative system is rigid and complex
- Direct employees to complete assigned tasks according to the process approved by the Director

The empowerment process in the organization E will be ____

- A. difficult to implement
- B. easy to implement
- C. easy to make decisions in groups
- D. All are incorrect

ANSWER: A

A sales team has the following characteristics:

- Includes members with different professional capacities
- Share leadership
- Power to implement decisions made by the collective

What type of team is this sales team?

- A. Self-managed team
- B. Effective team
- C. Advanced team
- D. Self-leadership team

ANSWER: A

In the United States, demographic diversity related to ethnic groups is causing organizations to consider new ways of addressing customers' needs. This is an example of what force for change?

- A. External
- B. New leadership
- C. Low satisfaction
- D. Internal force

Answer: A;

Because many more women were working outside the home, CEO Andrea Jung of Avon changed the Organization's marketing and distribution strategies. The driving force for this change is best described as?

- A. Demographic and social
- B. Conflict
- C. Internal forces
- D. Technological

Answer: A;

A company faces a gap between actual and desired performance. This is an example of _____ force for change.

- A. an internal
- B. an economic and political
- C. a demographic
- D. an external

Answer: A;

Vietnam is a country with an index of "Uncertainty Avoidance" of 30/100 and "Long-term Orientation" of 57/100. What can you say about Vietnamese people when faced with change?

- A. All are correct

- B. Vietnamese people are not afraid of change
- C. Vietnamese leaders will see change as an opportunity
- D. Vietnamese leaders will carefully consider change strategies and their long-term impacts

ANSWER: A

Lewin's model of change includes both _____ and _____; both influence the change process

- A. the force for change; force against change
- B. planned change; unplanned changes
- C. evolution; revolution breaks the framework
- D. external and internal forces

ANSWER: A

Lewin's change model has three stages, including: the unfreezing, the change, and _____

- A. refreezing
- B. reinforcing
- C. rewarding
- D. transforming

ANSWER: A

During business change, leaders may encounter resistance from _____

- A. All are correct
- B. Organizational inertia
- C. Group leaders within the company resist the change
- D. Employees' fear of uncertainty

ANSWER: A

For unplanned changes, leaders should _____

- A. Avoid becoming too formal, hierarchical, rigid and inflexible
- B. Stabilize and avoid disturbing hierarchical and power relationships within the company
- C. Strictly control the internal administrative procedure system to avoid arising problems that may leave harmful evidence later

D. Not changing leaders and avoiding testing new ideas can complicate change

ANSWER: A

A company creates an open environment that allows employees to make decisions and learn from mistakes. This company is even willing to spend money to support employees in taking short-term skills courses.

What does the above information represent?

- A. Organization's culture supports learning
- B. Willingness to learn
- C. Employees have the ability to learn
- D. Experience in effective leadership development

ANSWER: A

To develop an employee into a leadership position, the department head of a company closely tutors this employee, plans work with the employee, identifies goals, supports the implementation process, and gives feedback when he makes mistakes.

What kind of leadership development is this?

- A. Coaching
- B. Mentoring
- C. Feedback intensive program
- D. Self-awareness

ANSWER: A

Intensive feedback programs are often effective in _____ organizations.

- A. low power distance
- B. high-context culture
- C. long-term orientation
- D. All are correct

ANSWER: A

The _____ method is considered the first step in leadership development

- A. self-awareness

- B. experience
- C. classroom education
- D. mentoring

ANSWER: A

Toan is a person chosen for future leadership development. Therefore, his superiors sent him to study a department-level leadership class. However, after months of studying, Toan realized that he could not understand or remember anything the lecturer conveyed.

What factor is Toan missing to be ready for the learning process?

- A. Ability and capacity to learn
- B. Awareness
- C. Motivation to learn
- D. Opportunity to learn

ANSWER: A

_____ focuses on applying knowledge to tasks such as planning, goal setting and monitoring.

- A. Skills development
- B. Develop the ability to perceive strategic issues
- C. Personal development
- D. Creativity

ANSWER: A

Leader development does NOT include _____

- A. develop personal needs
- B. provide basic knowledge
- C. provide skills
- D. strengthen awareness of strategic issues

ANSWER: A

Which of the following factors can ensure successful leadership development?

- A. All are correct

- B. Organization's commitment
- C. Personal commitment
- D. Congruence between individual and organizational goals

ANSWER: A

_____ is individually focused, taking a more holistic approach to increase self-awareness and provide skills.

- A. Leader development
- B. Executive development
- C. Leadership development
- D. Supervisory and managerial development

ANSWER: A

ESSAY SECTION (4 points)

On October 27, 2022, Elon Musk officially became the boss of the social network Twitter after nearly 9 months of negotiations, accompanied by lawsuits and extremely difficult trade negotiations. Immediately after owning Twitter, Elon Musk fired a series of senior leaders and became the sole operator of the company. In addition, he reappointed many key leadership positions who were close to him.

Next, Elon Musk began to realize his vision through the Twitter 2.0 strategy, a super application with security and electronic payment capabilities. Musk stated:

"In an increasingly competitive world, we will need to be extremely hardcore."

The statement clearly illustrates the visions and values he aims for. Musk is determined to do what he wants despite the culture at Twitter, which has always been open and free; employees work from home on very flexible hours.

In early November 2022, Elon Musk sent an ultimatum email to Twitter employees that they needed to work "extremely hard" for many hours at high intensity to achieve a breakthrough or be fired. To express their opposition, many people took to social networks to share photos and videos celebrating this "fired" event. By November 22, 2022, Elon Musk had decided to fire more than 50% of the total 7,500 employees working at Twitter.

Elon Musk has invested in and renovated some offices at Twitter headquarters into bedrooms to demonstrate his perspective: "Stay up late and wake up early so employees

can try their best." After a while, many pictures of Twitter leaders showed them sleeping at headquarters, in rooms or even on the floor.

Elon Musk himself is also said to be overloaded when his workload increases from 80 hours/week to 120 hours/week.

a. As a strategic leader, in what ways is Elon Musk influencing Twitter? Please give specific evidence in the article to prove your points (2 points)

b. A big change is happening on Twitter, but the resistance is clearly visible. What causes this resistance? Please give specific evidence on the topic to illustrate your ideas (2 points)

Answer:

a. As a strategic leader, in what ways is Elon Musk influencing Twitter? Please give specific evidence in the article to prove your points (2 points)

[0.5 points/each correct idea with evidence; 0.25 points/each correct idea without evidence]

- Rebuild the company's vision and mission
- Rebuild the company's strategy
- Restructuring the company
- Creating an organizational culture
- Allocating a reward and punishment system to strengthen organizational culture
- Decide on grants and expenditures
- Be an example

b. A big change is happening on Twitter, but the resistance is clearly visible. What causes this resistance? Please give specific evidence on the topic to illustrate your thesis (2 points)

[0.5 points/each correct idea with evidence; 0.25 points/each correct idea without evidence]

On the organizational side:

- Inertia: resisting change to maintain the original state
- Organizational culture resists change
- The organizational structure with the old leadership has not accepted the decision
- Choosing the wrong time to change: Twitter just changed owners, the scandal has lasted too long, and employees do not like Elon Musk.

About employees:

- Past experiences are no longer applicable
- Personal characteristics: personality and culture suitable for open and free working style

- Fear of the unknown