

MANAGEMENT AND ORGANIZATION

Organizational behavior and leadership (2291)

October 24th, 2013

Examiner: Denise Salin

Max points: 44p

Points needed to pass: 22p

Time: 4h

Please answer all the questions below. Write short and concise answers, but please ensure that you capture the central ideas.

1. What is meant by the following central concepts related to organizational behaviour and/or leadership? Please define briefly (max. 2 sentences per concept). *Scoring: you can get max. 2 points per concept.*

- a) laissez-faire leadership
- b) groupthink
- c) big five
- d) anchoring trap
- e) role conflict
- f) LMX

2. Answer the following questions briefly (max. 200 words [appr ½ page] per question).

Scoring: you can get max. 4 points per question.

- a) What are the central elements of transformational leadership?
- b) What is "escalation of commitment to a failing course of action" and why does it happen?
- c) What are the central ideas of goal-setting theory?

*intellectual
individualized
motivational
instrumental*

path-goal?

3. How we perceive other people (social perception) is of high relevance when we recruit and select new employees, assess employee performance and explain underperformance. Discuss typical mistakes/errors that we often (unconsciously) make when evaluating other people and when explaining their behaviour. Write max. 2 pages.

*halo
stereotype
projecting
anchoring*

Scoring: you can get max. 10 points for this question.

4. Please read the attached mini-case and analyze it from the assumption that different situations require different leadership styles. Select an appropriate leadership theory and use it to discuss how you should ideally approach each of the four employees if you were asked to lead them (Write max. 2 pages in total). *Scoring: you can get max 4 points for part a) and 6 points for part b).*

- a) Name the theory that you have selected and briefly explain the central ideas of the theory.
- b) How would you lead the ~~three~~ ^{four} different subordinates? Name the preferred leadership style, briefly describe this leadership style, and provide arguments for your choice based on the theory you have selected.

Handwritten signature

GOOD LUCK!

MINI-CASE

- D1 Employee A: Robert has just been hired by a marketing firm that specializes in producing ads for corporate clients which are placed in Sunday papers. Robert just graduated from college and has no experience related to producing print ads. He's been tasked with creating an ad layout for the toy department for a large retail client to be placed in this week's ad. He's very eager to learn and contribute anyway he can.
- D4 Employee B: Carl has over 25 years of experience in creating and designing web pages. He's just been tasked to create a new home page for his department. He has no problem working independently and gets started right away.
- D2 Employee C: Angela is a new employee in the research department at Thornton pharmaceuticals. She's been given an assignment to document the pathology associated with the flu virus. Angela isn't sure where to begin but has conducted limited research on viruses before.
- D3 Employee D: Nicole has been working in the drafting department of an architectural firm for a number of years. She's constantly asked to share her knowledge but is often reserved. She's just been tasked with designing a manual for new hires. She begins to work on the manual sparingly but often needs encouragement to continue.