



Försättsblad Prov Original

Kurskod	Provkod	Tentamensdatum
F Ö 0 2 3 A	1 4 0 3	2 0 1 8 - 1 0 - 0 5
Kursnamn	Företagsekonomi AV, Organisation och kommunikation	
Provnamn	Tentamen	
Ort	Östersund	
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Ämne	Företagsekonomi	



Mittuniversitetet

MID SWEDEN UNIVERSITY

Department of Business, Economics and Law

Date: 2018-10-05

Code.....

Exam

COURSE: Business organization and communication (FÖ023A), 7,5 hp

DATE: 2018-10-05

TIME: 5 hours

Instructions

Dictionary is allowed.

All answers must be written in the attached exam booklet for each question. Please use the back of the paper if necessary. If the paper is not enough, you may attach additional sheets.

Please read the questions carefully before answering. Plan first the organization of your answer and make a first draft on loose sheets. Then enter structured and articulate responses with clear handwriting in the exam booklet, so you can be sure that we understand you correctly. Remember that all concepts and characters that you use must be explained and described with continuous text.

Write your code number on all sheets.

The exam can give a maximum of 60 points.

To pass (E) requires at least 30 points.

Good luck!

Edith Andresen

Wilhelm Skoglund

Multiple choice questions, check only one of the alternatives (maximum 10p)

1. (2p) Leaders use symbols to:
 - a. create reality; communicate about the past, present, and future; and reach optimum utilization of resources.
 - b. create reality; communicate about the past, present, and future; and to reach their goals.
 - c. create reality; communicate about the past, present, and future; and reach consensus.
 - d. create reality; communicate about the past, present, and future; and reach a rapid decision.

2. (2p) Referent power is:
 - a. distributed power.
 - b. role model power.
 - c. recipient power.
 - d. relegated power.

3. (2p) Which of Abraham Maslow's five hierarchically arranged human needs are associated with transformational leadership?
 - a. physiological needs, safety needs, belonging and love needs, self-esteem needs, and intellectual needs
 - b. physiological needs, safety needs, and belonging and love needs.
 - c. belonging and love needs, self-esteem needs, and genetic needs.
 - d. self esteem needs and self actualization needs

4. (2p) The traits approach to leadership means that:
 - a. leadership is something anyone, anywhere can learn, one just has to train intensively
 - b. you are born with or without the characteristics needed to be a successful leader
 - c. cognitive factors get blurred as management change the preconditions for efficient production
 - d. the combination with charisma and charismatic leaders provides for the most efficient combination according in combination with the contingency of the work place

5. (2p) The Ohio State leadership studies refers to:
 - a. studies performed of workers under different light conditions
 - b. categorized followers according to theory X and theory Y management
 - c. investigated consideration and initiating structure as a two-dimensional view of leadership
 - d. presented the most efficient leadership style as very dominated by artifacts surrounding the leader and the leadership team

Essay questions:

1.
(10p) Researchers have over the decades presented many differing perspectives on what is the best way to lead and the best way to communicate leadership. One of the perspectives that has been very theoretically dominating is the transformational approach for understanding and explaining leadership. Outline the main characteristics of transformational leadership and connect these ideas with the scholars mostly connected with them. Use theoretical concepts and terminology in your answer.



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2.

(10p) Leadership and management are often considered to be terms having the same meaning. However, many scholars have presented ideas that indicate different meanings between the two concepts. Account for some of the leading scholars in this theoretical field and their ideas on the differences and similarities of leadership and management.



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3.
(10p) Hackman & Johnson discuss Task and Interpersonal oriented Leadership as part of the Leadership research evolvement. Describe the Michigan Leadership Studies and Blake and McCause's Leadership Grid. What similarities and differences can you see in their ideas/research?



4.

(10p) *In this task, you should show that you can apply your knowledge of the course literature on a specific case.*

This is the case: You have just started a new job as a hotel manager on Gran Canaria. The hotel in Puerto de Mogan is opening in two months, and you will be the leader for about 50 persons from different countries. The staff has different backgrounds; some has long experience from working in hotels while others are new in this kind of work. You are known for being a charismatic leader, but you understand that it will also be important for you to build credibility in your role as a leader. In order to get the group working as a team you are thinking about what you have learned about theories within the situational approach and about changing dependent followers to independent followers.

What do you have to consider, and what theories can be useful for you, when leading this newly built team in order to get the hotel successful? Use what you have learned in Hackman and Johnson about *charismatic leadership, credibility, leadership theories from the Situational Approach, and about shifting Followers to Self-leadership*. Remember to motivate your answers by referring to Hackman and Johnsons' models and theories. Your discussion must be backed up by theory that you *explain* shortly. This is a must in order to pass.



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5.

(10p) *In this task, you should show that you can apply your knowledge of the course literature on a specific case.*

This is the case: You are the CEO of a multinational forest industry related company that is currently undergoing a major crisis due to market related issues. Employees are to be fired and parts of plants needs to be shut down in order for the rest of the company to be profitable.

Describe and explain what included in and meant by “crisis readiness” and **discuss** what is involved in “crisis management” including communication practices and skills needed when the crisis has happened. Remember to motivate your answers by referring to Hackman and Johnsons’ models and theories. This is a must in order to pass.