



## Försättsblad Prov Original

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



**Mittuniversitetet**

MID SWEDEN UNIVERSITY

**Department of Business, Economics and Law**

Date: 2018-12-01

Code.....

### **Re- exam**

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

DATE: 2018-12-01

TIME: 5 hours

### **Instructions**

Dictionary is allowed.

All answers must be written in the attached exam booklet for each question. 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



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

1. (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
  
2. (2p) Which leadership style is characterized by contingent reward and management by exception?
  - a. transactional
  - b. transformational
  - c. charismatic
  - d. direct
  
3. (2p) What are the three crisis stages?
  - a. preparation, crisis event, and action
  - b. pre-crisis, crisis event, and post-crisis
  - c. pre-crisis, preparation, and action
  - d. preparation, preparation, and post crisis



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4. (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.
5. (2p) In the theory X and theory Y model of leadership, theory X proponents believe that workers
- a. Exercise personal initiative.
  - b. Have an inherent dislike for work.
  - c. Believe tasks must be viewed in terms of the people involved.
  - d. Believe people are first.



**Essay questions:**

1.

(10p) Situational leadership has developed successively over the years and is a rather reflexive approach to approaching the topic of leadership. Describe the general meaning of situational leadership. Also, name the main theoretical inputs into the situational leadership framework and refer to the ideas of these different models. Also, include in your answer which scholars are most associated with this approach.

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



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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.

3.

(10p in total) Hackman & Johnson discusses leadership in teams and groups.

a) Describe the fundamentals of *group interaction* from a *communication perspective* related to *emergent leadership* (6 p.)

b) What similarities and differences are there between a *team* and a *group* and what is implied in the term *team-building skills*? (4 p.)

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: One of the municipalities in the middle of Sweden struggle to recruit managers to high positions in the organization. The discussion goes that it is too much of details that need to be handle by the managers on a daily basis. Thereby the role is not so exciting and challenging. The highest municipal manger wants to see more of a coaching leadership and not so much of controlling by the managers in the



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organization. But, how can they change? The municipality recruits you, as a consultant with very good knowledge about leadership, to help them inspire their managers to work in a different way.

Use what you have learned in Hackman and Johnson about *power and empowerment*, *the relational approach to leadership*, and *storytelling as leadership* when you discuss how you will help the municipality by guiding them in this matter. Remember to motivate your answers by referring to Hackman and Johnsons' models and theories. Your discussion must be linked to the case and backed up by theory that you *explain* shortly (similar to how you use theories for analyzing your empirical data in a thesis). This is a must in order to pass.

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 a consultant with the assignment to change the organizational culture of a large manufacturing company into a *learning organization*. The organization has currently a low cost profile but is looking to increase the service quality and safety for the workers in production. The majority of the staff has low education.

*What do you have to consider and how will you make the change successful?* You must motivate your answers by referring to the models and theories in Hackman & Johnson





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related to “a learning organization”, “organizational culture”, and “leadership versus management”. The theories must be *explained* shortly by using one or two sentences.

Remember to motivate your answers by referring to Hackman and Johnsons’ models and theories. First, you need to show that you can describe and explain the theories, and then use the theories for analyzing the case.