

Advanced Organizational Management – Chapter 6 Answers

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| 1. Bureaucratic knowledge | 8. Expert power | 15. Personal power | 23. Span of control |
| 2. Chain of command | 9. Formal leaders | 16. Political knowledge | 24. Technical knowledge |
| 3. Classical organizational theory | 10. Informal leaders | 17. Position power | 25. Theory X |
| 4. Coercive power | 11. Leadership | 18. Power | 26. Theory Y |
| 5. Contemporary organizational theory | 12. Legitimate power | 19. Professional knowledge | 27. Theory Z |
| 6. Delegation | 13. Neoclassical organizational theory | 20. Referent power | 28. Zone of indifference |
| 7. Empowerment | 14. Participatory management | 21. Reward power | |
| | | 22. Self-management | |

- 13_____ An effective organization follows the workflow and productivity of the classical organization; however, it also meets the employees' needs as they appear in the informal networks and social components of the workplace.
- 25_____ Assumes people avoid work by their very nature.
- 6_____ Authority is distributed downward in an organization.
- 27_____ Espouses these dimension: Long-term employment. Collective decision making. Individual responsibility. Slow evaluation and promotion. Implicit informal control with explicit, formalized procedures. Career paths that were moderately specialized. Holistic concern, especially including the family.
- 8_____ Informational power resulting from a leader's special knowledge or skills associated with the tasks being performed by subordinates.
- 1_____ Knowing how to file reports and the procedures / policies for all manner of managerial activities.
- 16_____ Knowing the specific interest of others and how to balance competing interests.
- 9_____ Leaders who rely on organizational authority or status to influence people.
- 10_____ Leaders who rely on their own abilities to influence others; they lack the official support of the formal structure.
- 5_____ Looks at the organization as a system composed of people, formal structures, small groups, roles and physical environment.
- 22_____ Managing one's own behavior so that less external management control is needed.
- 2_____ Organizational design for the flow of communications and decision making.
- 20_____ Power achieved when workers admire a supervisor because of the way they deal with them.
- 7_____ Power and responsibility for relevant decision making is extended to the employee without supervisory direction or oversight.
- 15_____ Power available to any leader using his or her personal resources.

- 12 _____ Power that comes from holding a formal management position in an organization.
- 21 _____ Power that emanates from the leader's authority to bestow formal rewards or favors on others.
- 17 _____ Power that is available to someone holding a position by virtue of its legitimacy as well as the rewards and punishments that can be meted out.
- 23 _____ Principle that recognizes the limited ability and time of an individual manager.
- 19 _____ Refers to how people interact with others who have the same skills and capabilities.
- 24 _____ Refers to the skills required to complete work tasks.
- 4 _____ Stems from a leader's ability to mete out negative consequences or remove positive consequences for not performing desired behaviors. Results from others' perceptions.
- 14 _____ Subordinates share a significant degree of decision-making power with their supervisors.
- 11 _____ The exercise of influence by one person over another in such a way that the follower behaves as the leader directs.
- 18 _____ The motivational factor or force that provides the leader with the ability to influence others to change their behaviors as the leader desires.
- 3 _____ Theory that divides organizations into functions with a pyramid-like chain of command, a span of control and a distinction between line and staff workers
- 28 _____ When subordinates accept and follow directives almost automatically
- 26 _____ Work is natural. When people are committed to the organization's goals, self-control will be exercised. The ability to solve problems is widespread and underutilized. Organizational commitment depends on rewards and recognition. People normally seek responsibility.