

TRƯỜNG ĐẠI HỌC VĂN LANG  
KHOA: QUẢN TRỊ KINH DOANH

**ĐỀ THI VÀ ĐÁP ÁN ĐỀ THI KẾT THÚC HỌC PHẦN**  
**Học kỳ 2, năm học 2022 – 2023**  
**Đề & Đáp án: 2**

Mã học phần: **DQT0480**

Tên học phần: Kỹ năng lãnh đạo

Mã nhóm lớp học phần: 231\_72MANA40063\_01

Thời gian làm bài (phút/ngày): 75 phút

Hình thức thi: **Trắc nghiệm kết hợp tự luận**

Tham khảo tài liệu: Không cho phép

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 of the following is one of the advantages of the charismatic approach to leadership over the contingency approach?

- A. They highlight the importance of the emotional links.
- B. They focus on middle-level managers.
- C. They show the importance of the task.
- D. They allow us to measure traits more accurately.

Answer: A;

The word charisma has Greek origins and means:

- A. a divine gift
- B. leadership
- C. power and inspiration
- D. talented

Answer: A;

J.F. Kennedy's, Hilter's, and Castro's use of language, symbols, and imagery is an example of this quality of charismatic leadership.

- A. Ability to communicate.
- B. Ability to show their commitment.
- C. To serve as role models.
- D. To show that they believe in what they do.

Answer: A;

Mr. A is the sales team leader. He often gives rewards to employees when they achieve the goals he sets.

What leadership style does Mr. A demonstrate?

- A. Transactional leadership – contingent reward
- B. Transactional leadership – management by exception
- C. Transformational leadership
- D. Servant leadership

Answer: A;

Company B has been established for over 20 years. To date, employees can feel stagnation in corporate culture. The reward and punishment structure is based on seniority and is no longer suitable for the current situation.

What kind of leader will this situation require?

- A. Charismatic leader
- B. Transactional leader
- C. Servant leader
- D. All answers are correct

ANSWER: A

Transformational leadership style is proposed to\_\_\_\_\_

- A. helps businesses overcome challenges in the business competitive environment.
- B. apply Japanese management methods to Western countries.
- C. alternative to transactional leadership theory.
- D. addresses the challenges of cultural differences.

ANSWER: A

Which of the following statements represents the characteristics that create authentic leadership?

- A. Understand your core values and emotions
- B. Change leadership behavior to suit others
- C. Behavior reflects the common values and culture of society
- D. A person with extreme intelligence

ANSWER: A

\_\_\_\_\_ and \_\_\_\_\_ are both different types of transactional leadership.

- A. Contingent reward; management by exception
- B. Follower maturity; power
- C. Individualized attention; charisma
- D. Intellectual stimulation; inspiration

Answer: A;

The job of upper-echelon leaders requires an equal focus on:

- A. internal/external
- B. people/task
- C. financial/performance
- D. teams/departments

Answer: a;

How many strategic forces are in the domain of strategic leadership?

- A. Six
- B. Two
- C. Four
- D. Eight

Answer: A;

\_\_\_\_\_ includes all of the outside forces that potentially affect the organization.

- A. Environment
- B. Structure

C. Technology

D. Strategy

Answer: A;

Mr. D is a leader who loves change. He leads the company to maintain a leading position in a competitive market by building a learning organization, creating an open culture, and directly participating in the process of evaluating and ensuring product quality.

What type of strategic leader is Mr. E?

A. High-control innovator (HCI)

B. Pioneer – participative leader (Participative innovator - PI)

C. Status quo guardian (SQG)

D. Process manager (PM)

ANSWER: A

High-control innovator (HCI) and Status Quo guardian (SQG) leaders have similar views on building organizational culture. That is \_\_\_\_\_

A. a dominant culture that favors centralization of power

B. a dominant culture that favors power-sharing

C. a flexible culture that accepts differences

D. a flexible culture that favors centralization of power

ANSWER: A

How can a CEO influence change in organizational culture?

A. All are correct

B. Resource allocation decisions for reward/punishment for right/wrong behaviors

C. Appoint leaders

D. Establish vision and mission

ANSWER: A

As organizations grow and mature, the leader's influence is often replaced with \_\_\_\_\_

A. the presence of a strong culture.

B. the influence of teams.

- C. the power of middle management.
- D. individual decision-making.

Answer: A;

The \_\_\_\_\_, the less the power and discretion of the CEO.

- A. stronger the TMT
- B. less uncertainty in the environment
- C. younger the organization
- D. more cohesive the organization

Answer: A;

Participation may be undesirable in all of the following situations except when \_\_\_\_\_

- A. The tasks are complex, and quality is important
- B. follower commitment is not necessary
- C. time is of the essence
- D. interaction between leader and followers is restricted

Answer: A;

Which is **NOT** a criterion for the use of participation programs?

- A. when interaction between leader and followers is restricted
- B. when the organizational culture is supportive
- C. when follower commitment is needed
- D. when the task complexity and quality are important

Answer: A;

Which of the following is **NOT** a responsibility of team leaders in self-managed teams?

- A. Provide regulations and rules
- B. Personal contributions
- C. Evaluate group activities
- D. Identify goals

ANSWER: A

Which of the following is NOT one of the characteristics of a self-managed team?

- A. There is a permanent team leader promoted by senior management
- B. Able to control their own work
- C. Members have different expertise
- D. No external controller

ANSWER: A

Research shows that organizations can achieve success by allowing employees to participate in leadership and organizational engagement, which includes \_\_\_\_\_

- A. All are correct
- B. group decision making
- C. teamwork
- D. profit sharing

ANSWER: A

Ms. F is the supervisor of six new employees hired in the last three months. She is feeling overloaded and believes that “My subordinates do not have the necessary skills and knowledge.”

Which of the following arguments is the reason to persuade F to delegate her responsibility?

- A. It is the responsibility of leadership to train employees and prepare them to take on new challenges
- B. Leaders need to know how to balance their workload and that of their employees
- C. Encourage experimentation and acceptance of mistakes as essential to learning and growth
- D. Busy work is not an effective use of a leader's time

ANSWER: A

What happens to a team whose members are highly diverse and distinct?

- A. All are correct
- B. More creativity
- C. Conflicts are more likely to occur
- D. Make better decisions with complex tasks

ANSWER: A

Under the fierce competitive pressure of the media industry, a local TV station gathered employees to share about the current situation and solicit employees' opinions to overcome the difficult period together. Improve its competitiveness.

What does this example show?

- A. Employee participation
- B. Self-managed teams
- C. Delegation
- D. Empowerment

ANSWER: A

Jet Blue was one of the first airlines to install reinforced doors to their planes' cockpits in response to the terrorist attacks of 2001. This is an example of what type of force for change?

- A. Economic and political
- B. Technological
- C. Industry
- D. Low performance

Answer: A;

ABC Hospital creates a new service, which then causes XYZ Hospital to create a similar service. This suggests that XYZ experienced a(n) \_\_\_\_\_ force for change that caused a(n) \_\_\_\_\_ change.

- A. external; internal
- B. autocratic; democratic
- C. demographic; technological
- D. economic; political

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

Japan is a country with an index of "Uncertainty Avoidance" of 92/100 and "Long-term Orientation" of 88/100. What can you say about Japanese people when faced with change?

- A. Japanese people do not like change
- B. Japanese people easily accept change
- C. Japanese leaders will face change with great enthusiasm
- D. Japanese leaders will quickly consider the short-term benefits of change

ANSWER: A

What kind of change can happen quickly and suddenly?

- A. Revolution
- B. Unplanned change
- C. Planned change
- D. Evolution

ANSWER: A

Most organizations often focus too much on the \_\_\_\_\_ process while paying little attention to the \_\_\_\_\_ process

- A. change; refreezing
- B. unfreezing; change
- C. refreezing; change



D. unfreezing; refreezing

ANSWER: A

Which of the following is **NOT** a reason for organizational resistance?

A. Cohesiveness of groups in the organization

B. Organizational inertia

C. Organizational culture

D. Choosing the wrong time to change the organization

ANSWER: A

\_\_\_\_\_ is defined as the 'expansion of a person's capacity to be effective in leadership roles and processes.'

A. Leader development

B. Leader Education

C. Leader training

D. Leadership seminar

Answer: A;

Whereas \_\_\_\_\_ is the expansion of a person's capacity to be effective in leadership roles, \_\_\_\_\_ focuses on an organization's capacity to get the work done through its many leaders.

A. leader development; leadership development

B. leadership development; leader development

C. leadership education; leader development

D. leader education; leadership training

Answer: A;

All of the following elements make up the core of learning **EXCEPT** \_\_\_\_\_

A. basic knowledge

B. willingness to learn

C. ability to learn

D. organizational culture

Answer: A;

Rachel has recently been promoted to 'team leader' in the production department. Part of her job is to build models of the mechanical parts her team will use during the next shift. She is frustrated by her below-standard performance. She has asked for help and has observed others doing the task, but still, she is slowing down production. This example reflects \_\_\_\_\_

- A. inability to learn
- B. lack of a willingness to learn
- C. ineffective organizational culture
- D. insufficient development experiences

Answer: A;

All of the following are criteria for effective leader development programs **EXCEPT** \_\_\_\_

- A. job advancement
- B. assessment
- C. individual awareness
- D. feedback and follow-up

Answer: A;

Uyen is a capable employee; she wishes to be trained to become a leader. However, the first time Uyen was assigned to manage a project, she failed. The department head immediately expressed his discomfort, scolded her, and stopped assigning Uyen to any new job. A month later, Uyen quit her job.

What caused Uyen's learning process to fail?

- A. The organizational culture does not support learners
- B. No opportunity to learn
- C. No motivation to learn
- D. Inability to learn

ANSWER: A

All of the following are useful advice for individuals undergoing leadership development, **EXCEPT**: \_\_\_\_\_

- A. You should only gain experience in the classroom

- B. Be ready for new experiences
- C. Always look for reviews and feedback
- D. You should develop the ability to observe people around

ANSWER: A

\_\_\_\_\_ provide(s) participants with information about their strengths, weaknesses, and information about where they stand in regard to the goals of the leadership program.

- A. Assessment
- B. Opportunity for practice
- C. Feedback and follow-up
- D. Support from the organization

Answer: A;

#### **ESSAY SECTION (4 points)**

- Ms. Lien is the project manager of a Vietnamese company about to retire next year. She is implementing a leadership development program to train her future replacement. Among the employees, the department head paid the most attention to Thuy because of their close relationship. Thuy often cares for and offers gifts to Ms. Lien's family.

- Other employees commented on Thuy as follows:

- + She is not aware of her own strengths and weaknesses;
- + Quite flexible but often makes mistakes at work;
- + Not liked by colleagues and considered to have incomplete professional capacity;
- + Rarely listens to opinions from colleagues and likes to do things their own way.

- To train Thuy, Ms. Lien:

+ Start by assigning Thuy responsibilities to managers, allowing Thuy to make relatively complex decisions without the supervision of the department head. However, with a low-level of reputation, in addition to the fact that she is not willing to listen and learn, as well as afraid of being blamed when asking questions. Thuy made wrong decisions that were not suitable to the company's culture and direction.

+ Not backing down, Ms. Lien decided to apply an intensive feedback program, allowing colleagues, partners and superiors to give in-depth assessments so that Thuy can be self-aware and change.

- As a result, arguments broke out, and Thuy got angry and quit her job. It can be said that Ms. Lien's leadership development has failed. Based on the topic, please answer the following questions:

- a. Is Thuy a suitable person for leadership development? What elements does she not have to be ready for the learning process? (1 point)
- b. What leadership development methods did Ms. Lien use? (1.5 point)
- c. Where did Ms. Lien's leadership development methods go wrong? (1.5 point)

**Answer:**

**a. Is Ms. Thuy a suitable person for leadership development? What elements do you not have to be ready for the learning process? (1 point)**

- Thuy is not a suitable person for leadership development (0.5 points)
- The elements that Thuy lacks to learn include (0.5 points): *[For each correct idea, the student gets 0.25 points]*
  - + Self-awareness: she is not aware of her strengths and weaknesses
  - + Motivation and desire to learn: she does not listen to other people's opinions
  - + Ability to learn: weak in both Ability, relationships with colleagues and working attitude, leading to frequent mistakes

**b What leadership development methods did Department Head Lien use? (1.5 point)**

*[For each correct idea, the student gets 0.5 points]*

- Opportunities for practical experience: empowering, allowing to perform management work, and make decisions yourself
- Intensive feedback program - 360-degree feedback
- Want to make Thuy self-aware through feedback
- Mentoring: Thuy can ask questions; she simply ignores this option

**c. Where did Chief Lien's leadership training methods go wrong? (1.5 point) *[For each correct idea, the student gets 0.5 points]***

- Choosing the wrong person to develop (people who are not self-aware)
- Skipping the self-awareness stage, leading to the person being developed not being ready for the training program
- Do not combine different training methods, but only rely on experiential methods, while not preparing the person with knowledge and skills
- Not monitoring closely allows Thuy to make the wrong decision

- Applying the enhanced feedback program in Vietnam is not appropriate
- Applying an enhanced feedback program when employees have resistance to the person receiving feedback is inappropriate
- Direct feedback is less secure and not carefully prepared...