TRƯỜNG ĐẠI HỌC VĂN LANG
KHOA: Quản trị Kinh doanh

ĐỀ THI VÀ ĐÁP ÁN ĐỀ THI KẾT THÚC HỌC PHẦN
Học kỳ 1 , năm học 2024 - 2025

Mã học phần: 241_72MANA40063

Tên học phần: Kỹ năng lãnh đạo

Mã nhóm lớp học phần: 241_72MANA40063_01

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

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

Cách thức nộp bài phần tự luận (Giảng viên ghi rõ yêu cầu): SV gõ trực tiếp trên khung trả lời của hệ thống thi.

Gợi ý:

- SV gõ trực tiếp trên khung trả lời của hệ thống thi;

- Upload file bài làm (word, excel, pdf…);

- Upload hình ảnh bài làm (chỉ những trường hợp vẽ biểu đồ, công thức tính toán đặc biệt).

Giảng viên nộp đề thi, đáp án bao gồm cả **Lần 1 và Lần 2 trước ngày ....**

Format đề thi:

- Font: Times New Roman

- Size: 13

- Tên các phương án lựa chọn: **in hoa, in đậm**

- Không sử dụng nhảy chữ/số tự động (numbering)

- Mặc định phương án đúng luôn luôn là Phương án A ghi ANSWER: A

- Phần tự luận liền sau phần trắc nghiệm

- Đáp án phần tự luận: **in đậm, màu đỏ**

Ví dụ:

PHẦN TRẮC NGHIỆM (4 điểm) (0.2 điểm x 20 câu)

1.What is the core focus of leadership as opposed to management
A. Motivation and direction
B. Control of organizational processes
C. Adherence to rules
D. Maintaining the status quo
ANSWER: A

2. According to research, when is a leader considered effective?
A. When the leader's goals align with the organization's success
B. When they succeed in fulfilling personal goals
C. When they have formal authority
D. When the leader's behavior matches employee expectations
ANSWER: A

3. Which term describes leadership that focuses on creating and maintaining organizational culture?
A. Cultural leadership
B. Managerial leadership.
C. Transformational leadership.
D. Strategic leadership
ANSWER: A

4. What is a key factor that fuels changes in leadership roles?
A. Increased competition and globalization.
B. Traditional organizational structures
C. Rigid hierarchical systems.
D. Decreasing technology use
ANSWER: A

5. Which of the following is NOT a managerial role identified by Mintzberg?
A. Innovator.
B. Leader.
C. Liaison.
D. Monitor.
ANSWER: A

6. What does Hall's Cultural Context Framework emphasize?
A. Communication across cultures.
B. Leadership styles.
C. Power dynamics in teams.
D. Team-building practices.
ANSWER: A

7. Which of Hofstede's dimensions deals with a society's tolerance for ambiguity?
A. Uncertainty avoidance.
B. Power distance.
C. Masculinity versus femininity.
D. Individualism versus collectivism.
ANSWER: A

8. Trompenaars' cultural dimensions focus primarily on:
A. Cultural preferences for relationship building.
B. Leadership effectiveness.

C. Decision-making strategies.
D. Time orientation.
ANSWER: A

9. Which cultural characteristic is most associated with collectivist cultures?
A. Group loyalty and harmony.
B. Individual achievement.
C. High risk tolerance.
D. Low power distance.
ANSWER: A

10. What is one significant barrier to women achieving leadership positions globally?
A. Cultural biases.
B. Lack of ambition.
C. Work-life balance expectations.
D. Less educational opportunities.
ANSWER: A

11. The Trait Era of leadership focused primarily on:
A. Identifying personal characteristics of leaders.
B. How leaders' behaviors influence outcomes.
C. Matching leadership style to situations.
D. The relational aspects of leadership.
ANSWER: A

12. What does Fiedler's Contingency Model propose?
A. Leadership effectiveness is contingent on the leader's style and the situation.
B. Leadership success is determined solely by traits.
C. Leaders should use one approach in all situations.
D. Team behavior is irrelevant to leadership.
ANSWER: A

13. The Path-Goal Theory suggests that a leader's role is to:
A. Motivate employees by aligning rewards with their goals.
B. Set goals for employees.
C. Focus on the leader's personal development.
D. Enforce team discipline.
ANSWER: A

14. What is a major contribution of the Behavior Era of leadership theory?
A. Establishing that leadership can be learned through specific behaviors.
B. Identifying specific traits that make leaders effective.
C. Proposing that leadership is only relevant in certain contexts.
D. Recognizing that behavior does not impact leadership outcomes.
ANSWER: A

15. Substitutes for leadership occur when:
A. Situational factors make leadership irrelevant.
B. A leader steps down from their role.
C. Employees elect their own leader.
D. Leadership is replaced by technological processes.
ANSWER: A

16. Which of the following is NOT part of the Big Five Personality Dimensions?
A. Sociability.
B. Neuroticism.
C. Agreeableness.
D. Extraversion.
ANSWER: A

17. Emotional intelligence includes all of the following EXCEPT:
A. Technical expertise.
B. Self-awareness.
C. Motivation.
D. Empathy.
ANSWER: A

18. A proactive personality is characterized by:
A. Initiative and the desire to enact change.
B. Adherence to organizational rules.
C. A preference for routine.
D. Resistance to organizational innovation.
ANSWER: A

19. Type A personalities are typically associated with:
A. High levels of competitiveness and urgency.
B. Relaxed and easygoing behavior.
C. Lack of ambition.
D. Collaboration and consensus-building.
ANSWER: A

20. Which leadership trait refers to the ability to adjust behavior based on situational cues?
A. Self-monitoring.
B. Adaptability.
C. Proactivity.
D. Emotional intelligence.
ANSWER: A

PHẦN TỰ LUẬN (6 điểm)

Câu 1 (2 điểm): Discuss why adaptability is an important skill for leaders. Provide an example of a situation where adaptability would be necessary?

Đáp án Câu 1: Adaptability is a crucial skill for leaders because it allows them to respond effectively to rapidly changing situations, meet diverse team needs, and navigate uncertainties. In today's fast-paced environment, a leader who can adapt is better positioned to make timely decisions, foster resilience in their team, and embrace innovation. Adaptable leaders are flexible in their approach, open to new ideas, and able to adjust strategies based on feedback or changes in the market. For example, during a crisis like COVID-19, leaders had to adapt quickly to remote work setups and new safety protocols.

Câu 2 (2 điểm): What is servant leadership, and how does it differ from traditional leadership styles? Give an example of how a servant leader might approach a workplace problem?

Đáp án Câu 2: Servant leadership is a leadership approach where the leader prioritizes the needs of their team, focusing on empowering and supporting employees to reach their full potential. Unlike traditional leadership styles, which may emphasize authority and control, servant leaders lead by example, showing empathy, active listening, and a commitment to the well-being of their team. This approach builds a collaborative environment and encourages personal and professional growth within the team.

Example:

Imagine a workplace problem where team members are experiencing burnout due to a heavy workload. A servant leader would approach this by first checking in with the team, asking about their well-being, and actively listening to their concerns. They might then work to redistribute tasks, delegate more effectively, or advocate for additional resources to support the team.

Câu 3 (2 điểm): How does culture impact leadership effectiveness? Describe how a leader might adjust their style in different practical cultural contexts?

Đáp án Câu 3: Culture significantly impacts leadership effectiveness by shaping how communication, authority, and decision-making are perceived within a team. Leaders

who understand cultural differences can adjust their style to align with the values and expectations of their team members, enhancing engagement, trust, and productivity.

Example:
In a <u>high power distance culture</u> like Saudi Arabia, where hierarchy and authority are respected, a leader might adopt a more authoritative or directive style, providing clear instructions and guidance to meet expectations for respect and structure. However, in a <u>low power distance culture</u> like Denmark, where equality and open communication are valued, the same leader might take on a more participative approach, encouraging team discussions and seeking input from employees to make decisions collaboratively.

Ngày biên soạn:
Giảng viên biên soạn đề thi: Trần Thị Tường Vi

Ngày kiểm duyệt:
Trưởng (Phó) Khoa/Bộ môn kiểm duyệt đề thi:

- Sau khi kiểm duyệt đề thi, **Trưởng (Phó) Khoa/Bộ môn** gửi về Trung tâm Khảo thí qua email: bao gồm file word và file pdf (được đặt password trên 1 file nén/lần gửi) và nhắn tin password + họ tên GV gửi qua Số điện thoại Thầy Phan Nhất Linh (**0918.01.03.09**).
- Khuyến khích Giảng viên biên soạn và nộp đề thi, đáp án bằng File Hot Potatoes. Trung tâm Khảo thí gửi kèm File cài đặt và File hướng dẫn sử dụng để hỗ trợ thêm Quý Thầy Cô.