

SHORT ANSWER QUESTION BOOKLET

Test Duration – 50 MINUTES

No aids allowed

LAST NAME (please print in INK) _____

FIRST NAME (please print in INK) _____

STUDENT # _____

INSTRUCTIONS: PLEASE READ CAREFULLY AND FOLLOW

1. Please write your response in ink and do not use white-out, otherwise your paper cannot be considered for remarking.
2. Answer ALL 4 of the following questions.
3. The test consists of 30 multiple choice questions worth 30 marks (which are in a separate booklet) and 4 short answer questions worth 15 marks. The test is out of 45 marks.
4. Please be sure that you have all of the pages before you start.
5. If you do not have any photo ID during the test you must present it to the Course Coordinator, Sadaf Sheikh, in KN114F within 5 days after the test during her office hours or by appointment. If you do not complete this requirement, your test grade will be a zero.
6. It is an academic offence for you to write past the 50 minutes allotted for the test for any reason. If you continue writing on your test paper after the "pens down" announcement, your paper will be taken and the incident will be reported to the department for review and possible disciplinary action. **NO EXCEPTIONS will be made.**

I have read and understood the instructions above. I agree to all the consequences in the event I do not complete the requirements stated above.

(Signature) _____

(Date): Nov 16, 2012

(65)
(75)
(10)

Please answer all the following questions:

Question 1:

Describe how work is organized in firms utilizing a divisional organizational structure. List and describe two advantages and two disadvantages of a divisional organizational structure. (5 Marks)

In multidivisional structure each subunit is responsible for a specific business area of the firm. ~~is~~ /

Advantage: 1) Each subunit is better able to manage things such as marketing or R&D better considering they have a great deal of expertise in that specific product

2) Each subunit ~~is~~ is more capable of responding to environmental change and be more flexible rather than if there was a functional structure ~~which is more rigid~~, etc.

Disadvantages: 1) In divisional structures often times it can create autonomous subunits, if a firm is generally experiencing a great deal of decentralization.

~~An organization with a flat hierarchy (many spans of control) creates a large number~~

2) In divisional structures sometimes it would be better to have certain business areas put into a geographic structure for more efficiency/effectiveness better appeal and to certain demographic regions

Question 2:

There are many theories that attempt to explain effective leadership, each providing us with a different perspective about the nature of leadership. The Competency Perspective suggests that there are certain competencies associated with effective leaders. Based on your readings, what does effective leadership mean? Describe how Achievement Motivation and Charisma help individuals become effective leaders. Explain one of the major limitations of The Competency perspective. (4 Marks)

Effective Leadership means to be able to influence, motivate and indoctrinate your firm/organization to understand your vision and goal for an organization.

Achievement motivation and charisma help a person is about motivating oneself and others to accomplish goals and excel in achievements and charisma is about having the ability to influence others, thus these two traits are profound in that if they are possessed by a leader then it can allow that leader to motivate people and create a vibrant environment where goals are reached and expectations are high about the level of success a firm should reach.

HAHA - use the word "charm" next time... 😊

!!

Questions 3:

Elizabeth owns and operates a business that would be classified as a Small Enterprise. Her business experienced great early success but recently growth has stagnated, new operating problems have emerged and her business is being challenged by many new competitors. Elizabeth hired a consultant who has suggested that she needs to develop a long-term strategic plan for her company. Describe three challenges that Elizabeth is likely to face in trying to create such a strategic plan? (3 Marks)

1) Being a small enterprise ~~is~~ is great, but often times the focus of a manager/owners attention is directed at doing day to day activities and managing key areas, thus managers find no significant time to develop a strategic plan.

2) If Elizabeth decides to create a plan often times it turns out that the plan is more short term than long term and that creates a significant problem.

~~Small Enterprises lack the expertise and resources to create a strategic plan and/or~~

3) Small Enterprises are limited in the number of workers and are limited in terms of the expertise/experience of their workers. Thus it becomes a genuine problem for small enterprises.

Question 4:

We discussed the article "Cultural quotient test tells much about individual" in class. Explain the purpose of conducting a cultural quotient evaluation. Also, explain why a Canadian manager would want to know if an employee comes from a high-power (hierarchical) culture, and if they come from a high-context culture. (3 marks)

Cultural Quotient evaluation allows individuals to see how ~~well~~ well they are able to adapt ~~and~~ and in a sense mesh with an ever changing demographic. 0.5

A Canadian manager would want to ~~know~~ know if an employee comes from a high power culture because it would help him understand whether or not that employee ~~has~~ has ~~the~~ the capability to guide a firm and help that firm be successful. ~~well~~

Also ~~a~~ Canadian manager would want to know if an employee comes from a high context culture because it tells them whether or not that employee ~~can~~ can use different abilities and traits ~~based~~ based on the context or situation that the firm is in. 0.5