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QUESTION 1

A leader who is able to gain compliance from a group based solely on personal attraction is said to have:

- A. Reward power.
- B. Coercive power.
- C. Referent power.
- D. Legitimate power.

Correct Answer: C

Referent power is based on identification of subordinates with a superior. Thus, personal magnetism (charisma) maybe a basis for influencing others to comply with a manager's directives.

QUESTION 2

Which of the following is the best example of a compliance risk that is likely to arise when adopting a bring-your-own-device (BYOD) policy?

- A. The risk that users try to bypass controls and do not install required software updates.
- B. The risk that smart devices can be lost or stolen due to their mobile nature.
- C. The risk that an organization intrusively monitors personal information stored on smart devices.
- D. The risk that proprietary information is not deleted from the device when an employee leaves.

Correct Answer: A

QUESTION 3

A vertically integrated organization is best described as one that:

- A. Owns all of its production facilities.
- B. Manufactures the component parts used in its product.
- C. Is departmentalized by product or service.
- D. Fosters very narrow span of control.

Correct Answer: B

An organization is vertically integrated if it unites sources of supply, the production of finished goods, and the marketing of the product. In other words, complete vertical integration combines all phases of the production and delivery of products or services.

**QUESTION 4**

The advantages of vertical integration include:

- A. Increases in incentives.
- B. The ability to apply the same managerial methods to all subunits.
- C. The need to balance the operations of subunits.
- D. Stable relationships between internal sellers and buyers.

Correct Answer: D

Stable relationships between internal sellers and buyers create economies because they need not fear loss of the related buyers and sellers. They also need not fear undue economic pressure from each other. Furthermore, because the relationship is locked in, more efficient procedures for their relationship (e.g., dedicated controls and records) may be implemented. Another advantage is that internal sellers and buyers may more fully adapt to each other's needs than they would or could in dealings with outsiders.

QUESTION 5

As an organization increases the number of employees, its structure becomes more complex. Rules become more formalized and more supervisors are hired to direct the increased numbers of subordinates. What is the nature of the size-structure relationship?

- A. The size-structure relationship is linear.
- B. The structure becomes fixed once an organization attains a level of about 200 employees.
- C. The size-structure relationship is concave.
- D. None of the answers are correct.

Correct Answer: D

As an organization increases in size, its structure tends to become more formal and mechanistic. More policies and procedures are necessary to coordinate the increased number of employees, and more managers must be hired. However, the relationship between size and changes in structure is linear only within a certain range. For example, adding 100 employees to a company with 100 employees is likely to cause significant structural change, but adding the same number to a workforce of 10,000 is unlikely to have little impact. By the time a company reaches a certain size (1,500 to 2,000 or more), it usually has most of the qualities of a mechanistic structure.

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