Test Bank for Organizational Leadership 1st Bratton

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Test Bank

Chapter 2: Strategic management, innovation and leadership

1. Forces in a firm's macro environment broadly include _____.
a. the economy, demographics, politics, technological developments, national culture and ideologies
b. local labour markets, suppliers, customers and specific technologies
c. all aspects of the internal workings of the firm
d. the economy only
Ans: A

2. Tom is undergoing a strategy reformulation after recognising that a new competitor has arrived in his market. He wants to utilise a framework that will allow an understanding of the firm's internal environment. Which of the following choices would you advise as the most appropriate?
a. STEEPLE
b. PESTLE
c. SWOT
d. PRIMO-F
Ans: D

3. Neoliberalism, especially in the United States and the United Kingdom has resulted in leaders _____.
a. making sure that employees are protected under global capitalist rules
b. utilising a 'weapon' negatively affecting workers security, bargaining power and equality
c. utilising a tool that creates greater security and bargaining power for employees
d. calling for increased regulation of the economy, public sector and labour markets
Ans: B

4. Each level of the strategy hierarchy requires different levels of leadership. Which of the statements below are correct?
a. Corporate level strategy demands that leaders work daily to solve problems relating to the support of business strategy.
b. Business level strategy is concerned with how functions such as HR and Finance operate.
c. Business level strategy is carried out by first level leadership to answer the question, "How do we compete?"
d. Executive-level leaders are figureheads who do not get involved in strategy formulation.
Ans: C

5. Leaders role in innovation is best described by which choice below?
a. Leaders do not facilitate innovation; it is driven bottom up from within the firm, far removed from the C-Suite.
b. Leaders influence innovation by creating enabling environments and setting goals and direction.

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c. Leaders are always at the forefront of innovation, with little involvement from other levels of the firm.
d. Leaders direct innovation at the implementation stage only.
Ans: B

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