Test Bank

Chapter 1: Introduction

# Multiple Choice

1. \_\_\_\_\_\_ argued that the major activities of management and leadership are played out differently; but both are essential to an organization.

A. Jago

B. Zaleznik

C. Kotter

D. Bass

Ans: C

Cognitive Domain: Knowledge

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Application of knowledge

2. In the book’s discussion of leadership, power is described as \_\_\_\_\_\_.

A. a relational concern for both leaders and followers

B. use of force over others to manipulate them

C. letting any follower do whatever he or she wants

D. forcing people to engage in extreme behaviors

Ans: A

Cognitive Domain: Comprehension

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

3. The “natural leader” trait definition of leadership \_\_\_\_\_\_.

A. is about the interaction between leaders and followers

B. can be learned

C. is restricted to those with inborn talent, qualities, or characteristics

D. is about developing leadership skills

Ans: C

Cognitive Domain: Knowledge

Answer Location: Leadership Described

Difficulty Level: Easy

AACSB Standard: Application of knowledge

4. The four key elements of the definition of leadership used in the text are \_\_\_\_\_\_.

A. trait, goal, emergent, expert

B. process, influence, group, goal

C. values, ethics, process, performance

D. capability, competency, skill, relationship

Ans: B

Cognitive Domain: Analysis

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Analytical thinking

5. In their discussion about management and leadership, Bennis and Nanus said that leaders \_\_\_\_\_\_.

A. “do things right”

B. “do the right thing”

C. “do what followers want”

D. “do enough to get the job done”

Ans: B

Cognitive Domain: Comprehension

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Social responsibility

6. People in the organization like me because I know what I am doing and share knowledge with followers. I have \_\_\_\_\_\_.

A. position power

B. personal power

C. information power

D. legitimate power

Ans: B

Cognitive Domain: Application

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

7. Chief executive officers of any company have \_\_\_\_\_\_.

A. legitimate power

B. referent power

C. expert power

D. personal power

Ans: A

Cognitive Domain: Comprehension

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

8. I can emerge as the leader in my group project by \_\_\_\_\_\_.

A. telling all group members exactly what to do

B. communicating and listening well with group members

C. sitting at the head of the table

D. being designated by the instructor as the group leader

Ans: B

Cognitive Domain: Application

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Easy

AACSB Standard: Interpersonal relations and teamwork

9. Kellerman argues that in the last 40 years, there has been a shift in leadership power from \_\_\_\_\_\_.

A. shared power to top down power

B. leader dominated power to shared power with followers

C. follower dominated power to shared power with leaders

D. referent power focus to coercive power focus

Ans: B

Cognitive Domain: Analysis

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Analytical thinking

10. Information power is \_\_\_\_\_\_.

A. based on followers liking of their leader

B. derived from having the ability to provide rewards

C. focused on the social contract between leaders and followers

D. derived from possessing knowledge that others want or need

Ans: D

Cognitive Domain: Knowledge

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

11.Who is responsible for the leadership process?

A. followers

B. leaders

C. organizations

D. followers and leaders

Ans: D

Cognitive Domain: Application

Answer Location: Definition and Components

Difficulty Level: Easy

AACSB Standard: Application of knowledge

12. The common goals element of the definition of leadership means \_\_\_\_\_\_.

A. leaders and followers have a mutual purpose

B. leaders and followers have similar personalities

C. leaders and followers have similar interests

D. leaders and followers have a mutual desire for power

Ans: A

Cognitive Domain: Comprehension

Answer Location: Definition and Components

Difficulty Level: Easy

AACSB Standard: Group and individual behaviors

13. The statement “She/he is born to be a leader” suggests a \_\_\_\_\_\_.

A. process definition of leadership

B. trait definition of leadership

C. gender bias definition of leadership

D. coercive definition of leadership

Ans: B

Cognitive Domain: Comprehension

Answer Location: Definition and Components

Difficulty Level: Easy

AACSB Standard: Application of knowledge

14. Social identity theory would suggest leadership emergence occurs when \_\_\_\_\_\_.

A. the group identifies with the leader

B. an individual acquires the skills to do the job well

C. the group assigns an individual the role of leader

D. an individual becomes most like the group prototype

Ans: D

Cognitive Domain: Comprehension

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

15. Coercive leadership \_\_\_\_\_\_.

A. is rewarding players who met their goals

B. is forcing followers to engage in extreme behaviors

C. is using the influence relationship to affect change

D. is supporting ethical behavior amongst team members

Ans: B

Cognitive Domain: Application

Answer Location: Leadership and Coercion

Difficulty Level: Easy

AACSB Standard: Ethical understanding and reasoning

16. To *coerce* means to \_\_\_\_\_\_.

A. influence others toward a common goal

B. influence others to behave ethically

C. influence others to do something against their will

D. influence others using positive rewards

Ans: C

Cognitive Domain: Comprehension

Answer Location: Leadership and Coercion

Difficulty Level: Easy

AACSB Standard: Ethical understanding and reasoning

17. Non-leadership is \_\_\_\_\_\_.

A. a relational interaction between a group of people toward common goals

B. sharing goal development with followers

C. leadership that is focused on individual goals

D. leadership that is focused on working with followers to achieve common goals

Ans: C

Cognitive Domain: Comprehension

Answer Location: Leadership and Coercion

Difficulty Level: Easy

AACSB Standard: Application of knowledge

18. The primary functions of leadership are \_\_\_\_\_\_.

A. directing, ruling, encouraging

B. aligning, visioning, inspiring

C. building, maintaining, staffing

D. budgeting, controlling, problem solving

Ans: B

Cognitive Domain: Analysis

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

19. Simonet and Tett (2012) found that management is distinct from leadership by its focus on \_\_\_\_\_\_.

A. extrinsic motivation

B. intrinsic motivation

C. strategic planning

D. creative thinking

Ans: A

Cognitive Domain: Comprehension

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

20. Differences between management and leadership include \_\_\_\_\_\_.

A. leaders are emotionally involved, whereas managers have low emotional involvement

B. managers shape ideas, whereas leaders are reactive in solving problems

C. leaders are unidirectional influencers, whereas managers are multidirectional influencers

D. leaders are controlling, whereas managers are motivating

Ans: A

Cognitive Domain: Comprehension

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

21. The primary functions of management are \_\_\_\_\_\_.

A. producing change and movement

B. producing positive leadership outcomes

C. producing a creative vision

D. producing order and consistency

Ans: D

Cognitive Domain: Comprehension

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Application of knowledge

22. One key to emerging as a leader \_\_\_\_\_\_.

A. is to be perceived by others as likable and knowledgeable

B. is to be forceful in asserting your opinions

C. is to avoid listening to opposing opinions

D. is to be perceived by others as commanding and dominant

Ans: A

Cognitive Domain: Application

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Easy

AACSB Standard: Interpersonal relations and teamwork

23. Which of the following bases of power is considered personal power?

A. information

B. referent

C. reward

D. legitimate

Ans: B

Cognitive Domain: Knowledge

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

24. Scholarly research and popular work on the nature of leadership exploded in this decade.

A. 1950s

B. 1960s

C. 1970s

D. 1980s

Ans: D

Cognitive Domain: Knowledge

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Contexts of organizations in a global society

25. The emerging approach known as servant leadership \_\_\_\_\_\_.

A. focuses on followers needs

B. focuses on traits

C. focuses on adapting to solve problems

D. focuses on spirituality

Ans: A

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Application of knowledge

26. Which way of classifying leadership involves capabilities to make leadership possible?

A. group process

B. personality

C. skills

D. power

Ans: C

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Analytical thinking

27. The process definition of leadership implies \_\_\_\_\_\_.

A. leadership is linear

B. leadership is one-way, top-down

C. leadership is leader centered

D. leadership is reciprocal between leaders and followers

Ans: D

Cognitive Domain: Knowledge

Answer Location: Definition and Components

Difficulty Level: Easy

AACSB Standard: Application of knowledge

28. Although there are clear differences between management and leadership, \_\_\_\_\_\_.

A. there is little research to support one or the other

B. leadership is more valued than management

C. the two constructs overlap

D. management is more valued than leadership

Ans: C

Cognitive Domain: Comprehension

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

29. \_\_\_\_\_\_ argued that leaders and managers are distinct; they are different types of people.

A. Jago

B. Zaleznik

C. Kotter

D. Bass

Ans: B

Cognitive Domain: Knowledge

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Application of knowledge

30. Leaders’ power to provide pay raises and promotions is \_\_\_\_\_\_.

A. reward

B. coercive

C. legitimate

D. referent

Ans: A

Cognitive Domain: Comprehension

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

31. Defining leadership as a process means \_\_\_\_\_\_.

A. it is a transactional event between leader and followers

B. it is restricted to certain people

C. it is an inborn trait or characteristic

D. it may only take place in formal groups

Ans: A

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Application of knowledge

32. Which of the following is not one of the classifications for a definition of leadership?

A. the focus of group process

B. an artistic process

C. a behavior

D. a personality trait

Ans: B

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Analytical thinking

33. The primary functions of management are \_\_\_\_\_\_.

A. planning, organizing, staffing, and controlling

B. forming, storming, norming, and reforming

C. building, breaking down, rebuilding, and maintaining

D. ruling, listening, adapting, and adjusting

Ans: A

Cognitive Domain: Analysis

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

34. Some positive communication behaviors that account for successful leader emergence are \_\_\_\_\_\_.

A. sense of humor, facial expressiveness

B. being dominant, speaking frequently

C. differentiating oneself from the group, challenging group norms

D. being informed, initiating new ideas

Ans: D

Cognitive Domain: Comprehension

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Moderate

AACSB Standard: Individual and group behavior

35. Leadership definitions have evolved during the 20th century in the following way: \_\_\_\_\_\_.

A. the trait approach remains the most popular approach over time

B. a leader’s power remains a key requirement for goal accomplishment

C. focus on leadership effectiveness became prominent in the 1970s

D. leadership research peaked in the 1980s

Ans: D

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Moderate

AACSB Standard: Contexts of organizations in a global society

36. Fisher associates all of the following positive communication behaviors with emergent leadership, except \_\_\_\_\_\_.

A. being verbally involved

B. establishing roles

C. seeking others’ opinions

D. initiating new ideas

Ans: B

Cognitive Domain: Comprehension

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Easy

AACSB Standard: Group and individual behaviors

37. You are told you need to work weekends. Your supervisor gives you a pay raise in return. What type of power is your supervisor using?

A. referent

B. expert

C. legitimate

D. reward

Ans: D

Cognitive Domain: Application

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

38. Leadership is a phenomenon that takes place in the context of the interaction between leaders and followers. This viewpoint would suggest leadership is accessible by all \_\_\_\_\_\_.

A. reward

B. referent

C. process

D. trait

Ans: C

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Application of knowledge

39. You really enjoy working for your boss and look up to her or him as a role model. You are more than willing to work hard for the organization because of your relationship with your boss. This is an example of \_\_\_\_\_\_.

A. legitimate power

B. coercive power

C. position power

D. personal power

Ans: D

Cognitive Domain: Application

Answer Location: Leadership and Power

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

40. On the way to track practice you get pulled over for speeding. When you arrive to practice late, the coach makes you run laps. This is an example of \_\_\_\_\_\_.

A. legitimate power

B. coercive power

C. expert power

D. personal power

Ans: B

Cognitive Domain: Application

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

41. Often leadership occurs within a context where one individual influences a group of others to accomplish goals. Which best describes this component of leadership?

A. Leadership occurs in groups.

B. Leadership involves influence.

C. Leadership includes organizations.

D. Leadership includes attention to common goals.

Ans: A

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Analytical thinking

42. Watson and Hoffman's study on leadership emergence with regard to gender-biased perceptions would suggest \_\_\_\_\_\_.

A. influential women were rated the same as men in terms of leadership

B. women are much more likeable than men

C. emergence in leadership has little to do with gender bias

D. there continue to be barriers to women's emergence as leaders in some settings

Ans: D

Cognitive Domain: Application

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Easy

AACSB Standard: Contexts of organizations in a global society

43. Kotter suggested that management produces \_\_\_\_\_\_ and \_\_\_\_\_\_.

A. change and structure

B. vision and order

C. order and consistency

D. change and movement

Ans: C

Cognitive Domain: Knowledge

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Application of knowledge

44. You are trying to explain to your friend the difference between managers and leaders. You would be most accurate in saying \_\_\_\_\_\_.

A. leaders and managers cannot coexist in an organization

B. leaders make more money than managers

C. managers maintain order and leaders seek change

D. managers have more referent power than leaders

Ans: C

Cognitive Domain: Application

Answer Location: Leadership and Management

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

45. In which way will leadership and power be approached in upcoming chapters?

A. as a form of coercion

B. as positional power

C. from the perspective of the follower

D. as a relational concern for both leaders and followers

Ans: D

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Application of knowledge

46. Understanding the nature of leadership has proved to be quite the challenge for practitioners and researchers because \_\_\_\_\_\_.

A. its appeal is limited to academics and scholars

B. very little research has been done

C. it has not received much attention

D. it is a highly valued phenomenon that is very complex

Ans: D

Cognitive Domain: Comprehension

Answer Location: Summary

Difficulty Level: Easy

AACSB Standard: Application of knowledge

47. Your parents and older siblings are all successful elected officials. After graduation, it is suggested by many that you should seek office and, in turn, they offer you their support. Which best describes the leadership approach being demonstrated by your supporters?

A. behavioral approach to leadership

B. leadership as a process

C. trait perspective

D. expert power

Ans: C

Cognitive Domain: Application

Answer Location: Leadership Defined

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

48. As captain of the soccer team, your primary concern is winning games and maintaining the strength of the team. Your players couldn’t care less about teamwork and just want to win. Which component of leadership would you recommend the leader focus on?

A. roles

B. common goals

C. process

D. influence

Ans: B

Cognitive Domain: Application

Answer Location: Leadership Defined

Difficulty Level: Moderate

AACSB Standard: Interpersonal relations and teamwork

49. The leader is at the core of group change and activity, representing the backbone of the group or organization. Leadership is viewed as \_\_\_\_\_\_.

A. focus of group processes

B. personality perspective

C. leadership as an act

D. leadership as a behavior

Ans: A

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Application of knowledge

50. Jeffrey is the chief financial officer of an established marketing firm. He recently learned that the company is going to try to merge with a new firm. He shares this potential merger with only a few of his mid-level managers he trusts. Jeffrey has \_\_\_\_\_\_.

A. information and referent power

B. reward and referent power

C. information and legitimate power

D. personal and information power

Ans: C

Cognitive Domain: Application

Answer Location: Leadership and Power

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

51. Coercive leadership is not considered ideal leadership as defined in this text because \_\_\_\_\_\_.

A. influence in leadership includes followers and leaders working toward a common goal

B. process is a part of the definition in both coercion and leadership

C. forcing and manipulative behaviors are legitimate leadership tactics

D. coercive leadership involves both individual and common goals

Ans: A

Cognitive Domain: Application

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Ethical understanding and reasoning

52. My boss really does not understand the technical aspects of the job my group is trying to complete. I understand the intricacies of the project, and my team members come to me with all of their questions. What has happened in this work setting?

A. I have taken control and power of the group.

B. I have undermined my boss.

C. I have emerged as the team leader.

D. My boss is no longer a leader.

Ans: C

Cognitive Domain: Application

Answer Location: Emergent and Assigned Leadership

Difficulty Level: Moderate

AACSB Standard: Group and individual behaviors

53. Writing about and researching leadership is \_\_\_\_\_\_.

A. declining in popularity

B. a universally appealing topic

C. simplistic rather than complex

D. less popular in the business area than in social sciences

Ans: B

Cognitive Domain: Comprehension

Answer Location: Summary

Difficulty Level: Easy

AACSB Standard: Application of knowledge

54. Leadership and management \_\_\_\_\_\_.

A. are completely separate entities

B. occur only in large corporations

C. occur only in small organizations

D. are both needed in organizations

Ans: D

Cognitive Domain: Comprehension

Answer Location: Summary

Difficulty Level: Easy

AACSB Standard: Analytical thinking

55. The faculty member on your study abroad trip to Costa Rica has traveled there many times and is quite knowledgeable about the country and places you visited. She gave you guidance about the country, local culture, and safety issues while you were interning with the local farmers. The faculty member was using \_\_\_\_\_\_.

A. referent power

B. positional power

C. coercive power

D. expert power

Ans: D

Cognitive Domain: Application

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Group and individual behaviors

56. Which of the following is a planning and budgeting management function?

A. create a vision

B. build teams and coalitions

C. setting timetables

D. aligning people

Ans: C

Cognitive Domain: Comprehension

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

57. The trait definition of leadership suggests \_\_\_\_\_\_.

A. leadership occurs because of who the leader is

B. interaction is the key to leadership success

C. self-confidence is required for good leadership

D. dominance is required for good leadership

Ans: A

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Application of knowledge

58. When contemporary leadership researchers analyze conversations between leaders and subordinates in a workplace, they are using which approach in their studies?

A. trait approach

B. discursive approach

C. do as the leader wishes approach

D. authentic leader approach

Ans: B

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Application of knowledge

59. The essential ingredient in leadership is \_\_\_\_\_\_.

A. influence

B. intelligence

C. efficiency

D. expertise

Ans: A

Cognitive Domain: Comprehension

Answer Location: Definition and Components

Difficulty Level: Easy

AACSB Standard: Analytical thinking

60. Arvid works at a new smoothie shop that has not yet made a profit. The boss tells Arvid and the other workers that whoever sells more than 30 smoothies during their daily shift will earn a bonus. Arvid’s boss is primarily using what type of function?

A. leadership by building teams and coalitions to inspire people

B. management by developing an incentive program to solve a problem

C. management by placing people in the appropriate jobs according to skill

D. leadership by creating a vision to inspire change

Ans: B

Cognitive Domain: Application

Answer Location: Leadership and Management

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

61. A process view of leadership means that \_\_\_\_\_\_.

A. people with special characteristics are the ones who can engage in the leadership process

B. anyone can learn leadership and emerge as a leader

C. capacity to lead others is an inborn trait

D. leadership cannot truly be observed

Ans: B

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Application of knowledge

62. Simonet and Tett studied the difference between leadership and management. Which of the following best reflects their findings?

A. leadership and management are two totally distinct competencies

B. leadership involves creative thinking and comfort with ambiguity

C. managers cannot practice leadership

D. leaders cannot practice management

Ans: B

Cognitive Domain: Comprehension

Answer Location: Leadership and Management

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

63. You and your co-workers are struggling to learn a new software program at work, and you are on a tight deadline to get a report to a major client when your boss decides to step in. Which of the following uses of power by your boss would run counter to the common goals at work?

A. sharing new guidelines he just received from the software engineers

B. offering to take the team to dinner when the report is complete

C. sitting with your team and troubleshooting the program alongside you

D. announcing that anyone who is not proficient by Friday will be replaced

Ans: D

Cognitive Domain: Application

Answer Location: Leadership and Coercion

Difficulty Level: Moderate

AACSB Standard: Interpersonal relations and teamwork

64. In the first few decades of the 20th century, leadership definitions centered on the notion of \_\_\_\_\_\_.

A. relationships

B. process

C. domination

D. personality

Ans: C

Cognitive Domain: Knowledge

Answer Location: Defining Leadership

Difficulty Level: Easy

AACSB Standard: Contexts of organizations in a global society

65. Group theory, relationships, and leader effectiveness were three themes that dominated leadership research in which decade?

A. 1950s

B. 1970s

C. 1980s

D. 1990s

Ans: A

Cognitive Domain: Knowledge

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Contexts of organizations in a global society

66. One of the most contemporary approaches to studying leadership is the focus on \_\_\_\_\_\_.

A. traits

B. transformation

C. skills

D. followership

Ans: D

Cognitive Domain: Knowledge

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Application of knowledge

67. After studying leadership for more than 100 years, scholars can agree on this one thing: \_\_\_\_\_\_.

A. a universal set of traits determines who can practice leadership

B. true leadership is found in people holding positions of authority

C. there is still not a common definition of leadership for all contexts

D. leadership can be reduced to a few simple skills

Ans: C

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Moderate

AACSB Standard: Contexts of organizations in a global society

68. Which part of the leadership definition offered in the textbook gives leadership its ethical tone?

A. group

B. process

C. influence

D. common goals

Ans: D

Cognitive Domain: Analysis

Answer Location: Definition and Components

Difficulty Level: Easy

AACSB Standard: Ethical understanding and reasoning

69. The dean of the college appointed you to chair the student advisory committee. In this case, you are an \_\_\_\_\_\_.

A. intrinsic leader

B. assigned leader

C. emergent leader

D. expert leader

Ans: B

Cognitive Domain: Comprehension

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

70. According to Hogg’s research on leadership and social identity theory, a person is most likely to emerge as a leader in a group when she/he \_\_\_\_\_\_.

A. stands out as being uniquely different from the rest of the group

B. can correctly identify the social status of each group member

C. is recognized as being most similar to the group prototype

D. is the most socially networked person in the group

Ans: C

Cognitive Domain: Comprehension

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Easy

AACSB Standard: Group and interpersonal behaviors

71. Which type of power have people used in recent years to level the playing field among leaders and followers?

A. coercive

B. reward

C. information

D. legitimate

Ans: C

Cognitive Domain: Application

Answer Location: Leadership and Power

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

72. The origins of the study of leadership can be traced back to \_\_\_\_\_\_.

A. ancient Greeks

B. the American Revolution

C. the early 20th century

D. the 1960s

Ans: A

Cognitive Domain: Knowledge

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Contexts of organizations in a global society

73. According to Kotter, management is about seeking stability, and leadership is about seeking \_\_\_\_\_\_.

A. order

B. change

C. followers

D. rewards

Ans: B

Cognitive Domain: Comprehension

Answer Location: Leadership and Management

Difficulty Level: Easy

AACSB Standard: Analytical thinking

74. At work, you are on a team of people searching for a new CEO. Everyone agrees the new CEO needs to have excellent leadership skills, so your team starts writing the job description. Which phrase would you use in the job description to reflect your search for a leader?

A. looking for candidates skilled in safety and quality control

B. seeking a dispassionate problem solver

C. searching for a change agent and creative thinker

D. hiring an experienced policy administrator

Ans: C

Cognitive Domain: Application

Answer Location: Leadership and Management

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

75. The group thinks that Dawn is influential even though Dawn has no formal position of authority. Dawn can be described as \_\_\_\_\_\_.

A. an emergent leader

B. a legitimate leader

C. an assigned leader

D. a coercive leader

Ans: A

Cognitive Domain: Application

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

76. What kind of power is given to a leader by her/his followers?

A. position power

B. personal power

C. legitimate power

D. reward power

Ans: B

Cognitive Domain: Comprehension

Answer Location: Summary

Difficulty Level: Easy

AACSB Standard: Application of knowledge

77. Hitler’s reign is not considered a form of leadership because \_\_\_\_\_\_.

A. leadership was not a true field of study before 1950

B. Hitler used coercion, which runs counter to the idea of working with followers

C. Hitler did not possess the traits that are universally associated with leaders

D. leadership is about teams and organizations, not communities and regions

Ans: B

Cognitive Domain: Application

Answer Location: Leadership and Coercion

Difficulty Level: Moderate

AACSB Standard: Ethical understanding and reasoning

78. Coercing someone means to influence them \_\_\_\_\_\_.

A. to try something new

B. against their will

C. toward a common goal

D. in a challenging situation

Ans: B

Cognitive Domain: Comprehension

Answer Location: Leadership and Coercion

Difficulty Level: Easy

AACSB Standard: Application of knowledge

79. Your coach thinks Daniel should be the team leader because Daniel is strong, confident, and intelligent. The coach is using which viewpoint of leadership?

A. process

B. management

C. trait

D. power

Ans: C

Cognitive Domain: Application

Answer Location: Trait Versus Process Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

80. Which of the following is most accurate about leaders and followers?

A. followers need leaders, but leaders do not need followers

B. leaders have an ethical responsibility to followers

C. leaders do not initiate relationships with followers

D. followers are not part of the leadership equation

Ans: B

Cognitive Domain: Comprehension

Answer Location: Definition and Components

Difficulty Level: Easy

AACSB Standard: Application of knowledge

**True/False**

1. The research on leadership generally has found it to be a relatively simple process.

Ans: F

Cognitive Domain: Comprehension

Answer Location: Introduction

Difficulty Level: Easy

AACSB Standard: Application of knowledge

2. More than 60 different leadership classification systems have been developed.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Introduction

Difficulty Level: Easy

AACSB Standard: Application of knowledge

3. Leadership occurs in both large and small groups.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Introduction

Difficulty Level: Easy

AACSB Standard: Application of knowledge

4. According to Burns, followers should remember that their leaders are above them and act accordingly.

Ans: F

Cognitive Domain: Knowledge

Answer Location: Introduction

Difficulty Level: Easy

AACSB Standard: Application of knowledge

5. The earliest leadership theories in the 20th century emphasized control and centralization of power.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Introduction

Difficulty Level: Easy

AACSB Standard: Contexts of organizations in a global society

6. The view that leadership is a behavior rather than a trait emerged in the 1930s.

Ans: F

Cognitive Domain: Comprehension

Answer Location: Box 1 and Leadership Defined

Difficulty Level: Easy

AACSB Standard: Contexts of organizations in a global society

7. A boss, by definition, has position power over subordinates.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

8. Leaders who use coercion are mostly interested in their own goals, rather than those of subordinates.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Leadership and coercion

Difficulty Level: Easy

AACSB Standard: Group and individual behaviors

9. The process definition of leadership states that certain individuals have inborn qualities that differentiate them from non-leaders.

Ans: F

Cognitive Domain: Comprehension

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Application of knowledge

10. The governor of your state possesses French and Raven’s legitimate power.

Ans: T

Cognitive Domain: Application

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

**Short Answer**

1. If you would like to emerge as a leader in a group project for a class, what are two communication behaviors you should demonstrate?

Ans: Leadership emergence is associated with positive communication behaviors including being verbally involved with group members, being informed about the project, seeking group members’ opinions, initiating new ideas, and being firm but not rigid.

Cognitive Domain: Application

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Moderate

AACSB Standard: Interpersonal relations and teamwork

2. Name and briefly describe the two types of personal power.

Ans: Personal power derives from being seen by others as likeable or knowledgeable. One form of personal power is referent power which is power based on identifying and liking the leader. Another form of personal power is expert power which is based on perceptions of the leader’s competence.

Cognitive Domain: Knowledge

Answer Location: Leadership and Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

3. Define leadership as it is presented in your textbook.

Ans: Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

Cognitive Domain: Knowledge

Answer Location: Leadership Defined

Difficulty Level: Easy

AACSB Standard: Application of knowledge

4. Name and briefly describe one of the approaches to studying leadership that has emerged in the 21st Century?

Ans: Several approaches have emerged in 21st Century leadership research. [Students could answer one of the following:]

Authentic leadership focuses on the authenticity of leaders and their leadership.

Spiritual leadership focuses on leadership that utilizes values and a sense of calling and membership to motivate followers.

Servant leadership sees the leader in the role of servant, putting followers first and using caring principles.

Adaptive leadership is when leaders encourage followers to adapt by confronting challenges and change.

Followership puts spotlight on followers and the role they play in the leadership process.

Discursive leadership holds that leadership is created through communication practices negotiated between leader and follower.

Cognitive Domain: Knowledge

Answer Location: Leadership Defined

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

5. If your boss subscribes to the definition of leadership offered by your textbook, which part of that definition lessens the possibility that she will act unethically toward you and your co-workers?

Ans: Leadership includes attention to common goals. The focus on common means leaders and followers mutually decide on their purpose and goals. This mutuality helps ensure that leaders will work ethically with followers in ways that do not force or coerce.

Cognitive Domain: Analysis

Answer Location: Leadership Defined

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

**Essay**

1. Using Hogg’s social identity theory, how could you coach a minority person who aspires to leadership in his or her organization?

Ans: There are two facets to this answer: First, social identity theory suggests that emergence is tied to a person’s fit with the identity of the group as a whole. If a minority person does not fit the racial/ethnic/gender profile of the majority, then he or she should identify other dimensions of the group identity with which he or she does fit, such as political ideology or group mission, and highlight those when seeking leadership. Second, research on emergent leadership identifies some positive communication behaviors associated with leader emergence. Coaches should help individuals practice speaking up in meetings, being well informed, being good listeners and seeking out others’ ideas, initiating new ideas, and being firm but not rigid.

Cognitive Domain: Application

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Moderate

AACSB Standard: Interpersonal relations and teamwork

2. Defend or refute: Men and women are equally likely to emerge as leaders in mixed-sex groups.

Ans: Research on emergent leadership identifies some positive communication behaviors associated with leader emergence: speaking up in meetings, being well informed, being a good listener and seeking out others’ ideas, initiating new ideas, and being firm but not rigid. At the same time, when men and women engage in these behaviors, they are perceived differently by group members. In Watson and Hoffman’s 2004 study, men and women were seen as equally influential, but women were rated lower on leadership and likability. Depending on the group and task, women and men may not have equal opportunity to emerge as group leaders.

Cognitive Domain: Application

Answer Location: Assigned Versus Emergent Leadership

Difficulty Level: Moderate

AACSB Standard: Contexts of organizations in a global society

3. Using Kotter’s functions of management and leadership model to support your argument, would you rather your direct supervisor be a leader or a manager? Use Kotter's model as a reference to the specifics of each.

Ans: Either manager or leader could be chosen here as long as the answer is well supported. A leader choice should consist of the key aspects suggested by Kotter: producing change and movement, establishing direction, aligning people, and motivating and inspiring. The same should be done if manager is chosen, focusing again on the following points: produces order and consistency, planning and budgeting, organizing and staffing, and controlling and problem solving.

Cognitive Domain: Application

Answer Location: Leadership and Management

Difficulty Level: Difficult

AACSB Standard: Analytical thinking

4. Using the definition of leadership as stated in the text--“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal”--create an example where a leader uses and demonstrates each component effectively. Clearly explain and show how each component is present in your example. Use examples from the text to support your claims.

Ans: The following should be clearly identified and supported: Process–leadership discussed as an interaction between leader and followers, as well as emphasis on its availability to everyone. Influence–-a specific mention of how said influence is applied within the example. Groups–the context of the example should in some way take place within a group or organizational setting. Common goals–the goals of both the leader and the follower should be mentioned and discussed as they relate to the other aspects of the definition.

Cognitive Domain: Analysis

Answer Location: Leadership Defined

Difficulty Level: Difficult

AACSB Standard: Analytical thinking

5. Are leaders born or made? Defend your answer with specific topics and research in the text that supports your answer.

Ans: Answers will vary. Students who answer “born” should use the trait definition of leadership and identify traits such as intelligence and height and dominance. Answers could include information from Chapter 2 about the intuitive appeal of being able to identify a leader by his or her traits, which makes followers want to follow. Students who answer “made” should discuss the influence and interactive nature of the definition of leadership. They could include that leaders develop over time as they interact with followers and learn how to interact with others as they gain experience. They might include information from Chapter 3 in their answers as well.

Cognitive Domain: Analysis

Answer Location: Leadership Defined

Difficulty Level: Moderate

AACSB Standard: Written communication