

## Chapter 17 Leadership

### TRUE/FALSE.

- 1) An important aspect of leadership is influencing a group to achieve its goals.
- 2) Despite the best efforts of researchers, it proved impossible to identify one set of traits that would always differentiate leaders from nonleaders.
- 3) Effective leaders do not need a high degree of knowledge about the company, industry, and technical matters.
- 4) According to the University of Michigan studies, leaders who are production oriented are described as emphasizing interpersonal relationships and as taking a personal interest in the needs of their followers.
- 5) The managerial grid only provides a framework for conceptualizing leadership style.
- 6) The least-preferred coworker questionnaire measures whether a leader is task or relationship oriented.
- 7) Fiedler's contingency model of leadership style proposed that effectiveness depends on the ability and willingness of the subordinates.
- 8) Derek Logan heads a team of ten research analysts in Deutsche Bank. Even though he is least impressed with Cara Lewis among all his subordinates, when asked about her work he chose to focus on her strengths rather than her weaknesses. Derek can be described as a task-oriented leader.
- 9) According to Fiedler's research, task-oriented leaders tended to perform better in situations that are very favorable to them and in situations that were very unfavorable.
- 10) According to Robert House's path-goal theory, a supportive leader lets subordinates know what's expected of them, schedules the work to be done, and gives specific guidance on how to accomplish tasks.
- 11) Robert House's achievement-oriented leader sets challenging goals and expects followers to perform at their highest level.
- 12) Robert House assumed that leaders can change leadership styles depending on the situation.
- 13) Path-goal theory holds that subordinates with an external locus of control will be more satisfied with a directive style.
- 14) Transactional and transformational leadership are opposing approaches to getting things done.
- 15) A charismatic leader is likely seen as being self-confident and influential.
- 16) People working for charismatic leaders are motivated to exert extra work effort but express lower satisfaction.
- 17) Charisma is an essential quality that leaders must possess to achieve high levels of employee performance.
- 18) A vision should offer clear and compelling imagery that taps into people's emotions and inspires enthusiasm to pursue the organization's goals.
- 19) Legitimate power is inherent in management positions.
- 20) Reward power is the power that arises because of a person's desirable resources or personal traits.
- 21) Legitimate power and authority are one and the same.

**SINGLE CHOICE.**

29) Fiedler would expect that the best leadership style was a function of \_\_\_\_\_.

- A) leader-member relations, task structure, and position power
- B) formal authority, production process, and personality of employees
- C) chain of command, relationships, and power
- D) type of organization, personality of leader, and education of employees

30) Persons who are able to influence others and who possess managerial authority are termed \_\_\_\_\_.

- A) entrepreneurs
- B) leaders
- C) organizers
- D) visionaries

31) Early research on leadership traits \_\_\_\_\_.

- A) sought to prove that charisma was an essential trait of leadership
- B) focused entirely on behavioral traits rather than physical traits of a leader
- C) found consistent and unique traits that would apply universally to all effective leaders
- D) focused on characteristics that might differentiate leaders from nonleaders

32) Trait theory ignores \_\_\_\_\_.

- A) physical traits of leaders
- B) the behavioral aspects of honesty and integrity
- C) the interactions of leaders and their group members as well as situational factors
- D) the fact that leaders should be able to create visions and solve problems

33) Which of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?

- A) cultural style
- B) autocratic style

C) democratic style

D) laissez-faire style

34) Max considers himself to be a democratic leader-he involves his subordinates in decision making, delegates authority, and encourages participation. However, his employees do not feel empowered at all. Which of the following, if true, could explain the apparent discrepancy above?

- A) The subordinates are used to an autocratic leadership.
- B) They feel that his decisions are actually premeditated although he parades them as the result of group consensus.
- C) His subordinates believe that their job performance and satisfaction depend entirely on factors under their control.
- D) The decision making in the organization is highly decentralized.

35) The University of Iowa studies discussed all of the following leadership styles except \_\_\_\_\_.

- A) laissez-faire
- B) democratic
- C) accommodating
- D) autocratic

36) The \_\_\_\_\_ style of leadership describes a leader who tends to involve employees in decision making, delegate authority, encourage participation in deciding work methods and goals, and use feedback as an opportunity for coaching employees.

- A) cultural
- B) autocratic
- C) democratic
- D) laissez-faire

37) Which of the following describes the leadership style in which the leader generally gives the group complete freedom to make decisions and complete the work in whatever way it sees fit?

- A) cultural style
- B) autocratic style
- C) democratic style
- D) laissez-faire style

38) According to the University of Iowa behavioral studies, group members' satisfaction levels were generally \_\_\_\_\_.

- A) higher under an autocratic leader in the long run
- B) improved when the leader was production oriented
- C) maintained when the leader was autocratic in the short run
- D) higher under a democratic leader than under an autocratic one

39) According to the Ohio State studies, which of the following dimensions of leader behavior refers to the extent to which a leader is likely to define and structure his or her role and the roles of group members in the search for goal attainment?

- A) intelligence structure
- B) psychological structure
- C) initiating structure
- D) consideration structure

40) According to the Ohio State studies, the \_\_\_\_\_ dimension of leader behavior is defined as the extent to which a leader has job relationships characterized by mutual trust and respect for group members' ideas and feelings.

- A) initiation
- B) consideration
- C) cultural
- D) physical

41) This managerial grid used the behavioral dimensions "concern for people" and \_\_\_\_\_ and evaluated a leader's use of these behaviors, ranking them on a scale from 1 (low) to 9 (high).

- A) "concern for integrity"
- B) "concern for profit"

- C) "concern for environment"
- D) "concern for production"

42) Susan Bones is the sales manager at the Ohio office of Alpha Inc. She has a reputation of being fair, helpful, and understanding. Laura, one of her subordinates, recalled how Susan had even helped her overcome a personal crisis. Which of the following dimensions of leadership is Susan displaying here?

- A) consideration
- B) initiating structure
- C) employee orientation
- D) task orientation

43) To measure a leader's style, Fiedler developed the \_\_\_\_\_.

- A) contingency grid
- B) situational leadership theory
- C) managerial grid
- D) least-preferred co-worker questionnaire

44) The \_\_\_\_\_ model proposed that effective group performance depended upon the proper match between the leader's style of interacting with his or her followers and the degree to which the situation allowed the leader to control and influence.

- A) Fiedler contingency
- B) situational leadership
- C) leader participation
- D) path-goal

45) Fiedler assumed a person's leadership style was \_\_\_\_\_.

- A) contingent upon the situation
- B) relatively flexible
- C) democratic
- D) fixed

46) Research by Fiedler uncovered three contingency dimensions that define the key \_\_\_\_\_.

- A) situational factors for determining leader effectiveness
- B) follower factors for determining leader effectiveness
- C) leader behavioral style factors for determining leader effectiveness
- D) situational factors for determining follower effectiveness

47) Fiedler's dimension termed \_\_\_\_\_ is the degree of confidence, trust, and respect subordinates have for their leader.

- A) leader-member relations
- B) power relationship
- C) task structure
- D) authority

48) Which of the following are two of the three key situational factors Fiedler felt were important in determining leader effectiveness?

- A) leader-member relations and maturity of followers
- B) organizational success and position power
- C) task structure and leader-member relations
- D) maturity of organization and task structure

49) The degree to which the job assignments are formalized and procedurized is the \_\_\_\_\_ contingency dimension identified by Fiedler.

- A) position power
- B) subordinate maturity
- C) task structure
- D) centralization

50) Fiedler's term \_\_\_\_\_ refers to the degree of influence a leader has over power-based activities.

- A) leader-member relations
- B) position power
- C) responsibility

D) task structure

51) Reviews of the major studies undertaken to test the overall validity of Fiedler's model have shown \_\_\_\_\_.

- A) considerable evidence to refute the model
- B) minor evidence to support the model
- C) minor evidence to refute the model
- D) considerable evidence to support the model

52) The \_\_\_\_\_ theory is a contingency theory that focuses on followers' readiness.

- A) consideration leadership
- B) situational leadership
- C) passive leadership
- D) active leadership

53) According to Hersey and Blanchard, a high task-low relationship situation calls for the \_\_\_\_\_ leadership style.

- A) delegating
- B) telling
- C) participating
- D) selling

54) Which of the following leadership styles describes a leader who provides both directive and supportive behavior?

- A) telling
- B) selling
- C) participating
- D) delegating

55) At Falcons Inc., Jeremy is the head of the marketing department. However, he is not in the habit of deciding everything on his own. He involves his team in the decision-making process as much as possible. He believes in communicating clearly

and is always ready to help his team to get the best out of them. Jeremy's leadership style will be classified as which of the following?

- A) telling
- B) selling
- C) participating
- D) delegating

56) Which of the following leadership styles describes a leader who provides little direction or support?

- A) telling
- B) selling
- C) participating
- D) delegating

57) Who developed path-goal theory?

- A) Fiedler
- B) Blake and Mouton
- C) Lewin
- D) House

58) Which leadership theory believes that a leader's job is to assist followers in attaining their goals and to ensure that their goals are compatible with the goals of the group or organization?

- A) Fiedler's Theory
- B) Contingency Theory
- C) Leader Participation Model
- D) Path Goal Theory

59) According to the path-goal theory, a leader who lets subordinates know what's expected of them, schedules work to be done, and gives specific guidance as to how to accomplish tasks is termed \_\_\_\_\_.

- A) directive
- B) achievement oriented

- C) participative
- D) supportive

60) According to the path-goal theory, a manager who consults with subordinates and uses their suggestions exhibits what type of leadership behavior?

- A) directive
- B) achievement oriented
- C) participative
- D) supportive

61) Tim Waverly heads the financial analysis team at ABC Corp. and has done so for the last eight years. In all his years as a manager, he has come to realize one aspect about leading people—a supportive leadership style brings out the best in people and in work. Which of the following statements, if true, would weaken Tim's argument that a supportive leadership style is highly effective?

- A) The work performed by Tim's team is highly routinized.
- B) Research suggests that coercion is a highly ineffective tactic to get work done.
- C) According to an employee satisfaction survey, employees prefer managers who are approachable.
- D) Tim's subordinates are unclear about their roles within the team.

62) According to the path-goal theory, a leader who is friendly and shows concern for the needs of subordinates is termed \_\_\_\_\_.

- A) directive
- B) achievement oriented
- C) participative
- D) supportive

63) Alex Johnson was classified as an achievement oriented leader by his team. Which of the following would describe Johnson's leadership style best?

- A) He lets subordinates know what's expected of them, schedules work to be done, and gives specific guidance on how to accomplish tasks.
- B) He shows concern for the needs of his subordinates and is friendly.

C) He sets challenging goals and expects subordinates to perform at their highest level.

D) He consults with subordinates and uses their suggestions before making a decision.

64) Path-goal theory identifies two classes of situation variables that moderate the leadership-behavior outcome as \_\_\_\_\_.

A) tact and relationship

B) path and goal

C) people and achievements

D) environment and followers

65) Which of the following is included in the class of contingency variables termed "environment" by the path-goal theory?

A) task structure and formal authority system

B) locus of control and experience

C) perceived ability

D) employee satisfaction

66) Which of the following is included in the class of contingency variables termed "follower" by the path-goal theory?

A) locus of control

B) work group

C) employee compensation

D) formal authority system

67) Which of the following is NOT one of the hypotheses that have evolved from the path-goal theory?

A) Supportive leadership results in high employee performance and satisfaction when subordinates are performing structured tasks.

B) Directive leadership is likely to be perceived as redundant among subordinates with high perceived ability or with considerable experience.

C) The clearer and more bureaucratic the formal authority relationships, the more leaders should exhibit supportive behavior and deemphasize directive behavior.

D) Subordinates with an external locus of control will be less satisfied with a directive leadership style.

68) According to the path-goal theory, directive leadership will lead to higher employee satisfaction when there is \_\_\_\_\_ within a work group.

A) cohesiveness

B) high structure

C) substantial conflict

D) internal locus of control

69) Michael Clarke joined a market research firm in the capacity of a manager. At the first meeting with his subordinates, Michael explained that he measured his employees only by one criteria, and that was work performance. During one of the busiest months for the firm, he ordered all researchers to work late to ensure that none of the deadlines were missed. He also gave very clear instructions to each member regarding their scope of work and responsibility. Which of the following, if true, would undermine Michael's approach and cause dissent among the subordinates?

A) His employees are workaholics and are in the habit of working late whenever required.

B) His employees attribute their job performance to factors in the work environment.

C) His employees are an independent and experienced group who know how to do their job well.

D) His employees do not coordinate well with each other.

70) Theodore Roosevelt once said "The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it." Which of the following, if true, would be consistent with this approach?

A) The subordinates are experienced and independent.

B) There is substantial conflict among the group members.

- C) The subordinates have an external locus of control.
- D) The tasks the subordinates are selected to do are unstructured.

71) According to the path-goal theory, employee performance and leadership style are likely to be positively related when \_\_\_\_\_.

- A) the leader adopts a directive style when the tasks are clear and the employee has the experience and the ability to handle them
- B) the leader displays directive behavior at all times
- C) the leadership style compensates for shortcomings in either the employee or the work setting
- D) the leader adopts a directive style of leadership with followers who have an internal locus of control

72) When Alan Jackman got promoted as the head of the sales team at Mac Software Inc., he chose three of his closest friends in the team to form the core sales group with him. Which of the following predictions would be consistent with the LMX theory?

- A) Such an arrangement eventually becomes unstable.
- B) Job satisfaction is more likely to be higher for the team members who are not a part of the core group.
- C) Team members who are not a part of Alan's core group are actually far more competent than his friends who form the core team.
- D) There will be a higher turnover among team members who are not a part of the core group.

73) Which of the following is an accurate statement about transformational leaders?

- A) They are poor motivators.
- B) They clarify task requirements.
- C) They exhibit more than just charisma.
- D) They focus on tasks and pay little attention to followers.

74) Rachel Keller's colleagues and subordinates have a very high regard for her. They know that no one can get high-quality work done the way Rachel can. She inspires

her team to excel in their work, even exceeding their own expectations. What her subordinates like best about Rachel is that they are free to discuss her decisions with her, even question her once in while if they are not sure about her strategy. Which of the following best describes Rachel's leadership style?

- A) transactional
- B) charismatic
- C) trait
- D) transformational

75) A leader, such as Bill Gates of Microsoft, who can inspire followers above their own self-interests and can have a profound effect on their performance, is known as a(n) \_\_\_\_\_.

- A) transactional leader
- B) directive leader
- C) informational leader
- D) transformational leader

76) The evidence supporting the superiority of transformational leadership over the transactional style is \_\_\_\_\_.

- A) inconclusive
- B) moderately supportive
- C) moderately negative
- D) overwhelmingly impressive

77) Evidence indicates that transformational leadership is strongly correlated with \_\_\_\_\_.

- A) lower turnover rates and lower levels of goal attainment and follower well-being
- B) lower turnover rates and higher levels of productivity and creativity
- C) higher turnover rates and lower levels of productivity and employee satisfaction
- D) higher turnover rates and higher levels of employee satisfaction and follower well-being

78) Joanna Williams, an enthusiastic and confident lady, was appointed to head a team of market researchers at a time when there was considerable unrest within the team. Under her guidance, however, the team's performance improved drastically. They not only did their job well but also learned to resolve their personal differences in the interest of their work. Joanna can be described as a \_\_\_\_\_ leader.

- A) telling
- B) charismatic
- C) authoritative
- D) participative

79) If Carol Reece is a charismatic leader, which of the following characteristics is she most likely to possess?

- A) a strong need to be in control
- B) a lack of sensitivity to environmental constraints
- C) an external locus of control
- D) a willingness to take risks to achieve her vision

80) Researchers who train individuals to use charismatic nonverbal behaviors do NOT recommend \_\_\_\_\_.

- A) leaning toward the subordinate
- B) avoiding eye contact
- C) having relaxed posture
- D) having animated facial expressions

81) \_\_\_\_\_ leadership is the ability to create and articulate a realistic, credible, and attractive vision of the future for an organization that improves on the present.

- A) Visionary
- B) Charismatic
- C) Trait
- D) Transactional

82) All of the following are sources of leader power EXCEPT \_\_\_\_\_.

- A) legitimate

- B) status
- C) expert
- D) coercive

83) Which of the following is the type of power a person has because of his or her position in the formal organizational hierarchy?

- A) legitimate power
- B) coercive power
- C) reward power
- D) expert power

84) Sam Meyers is the manager at a department store. He has 20 employees working under him who are mostly unhappy and discontented with the way he threatens them for even minor errors. Which of the following statements is likely to be true about Sam?

- A) Sam is a transactional leader
- B) Sam is using coercive power to get the job done.
- C) Sam is a telling leader.
- D) Sam is using referent power to get the job done.

85) Marsha Lewis is the manager at a bank, with 30 employees reporting to her. Many of her staff are extremely impressed with the way she handles her work and the people at the bank. They take pride in being associated with her team. She is not only fair and understanding, but ensures that the deserving employees are compensated well. Which two sources of power does Marsha use in this example?

- A) reward and referent power
- B) referent and coercive power
- C) expert and reward power
- D) referent and expert power

86) Your firm's attorney has \_\_\_\_\_ power when giving legal advice.

- A) legitimate
- B) status



- C) expert
- D) coercive

87) \_\_\_\_\_ is the power that arises because of a person's desirable resources or personal traits.

- A) Expert power
- B) Referent power
- C) Reward power
- D) Legitimate power

88) When a young child emulates a professional sports star's behavior, what kind of power does the star have over the child?

- A) legitimate
- B) expert
- C) coercive
- D) referent

#### A Leadership Junkie (Scenario)

Carrie is a leadership "junkie." She has read all of the latest popular management texts on leadership and strongly feels that it has improved her ability to manage and perform her job.

96) At home, Carrie was fixing dinner and thinking about the new CEO her firm had hired. In her speech the previous day, the new CEO had discussed her experience in the industry and her education. Carrie thought that the new CEO would do a great job given these characteristics, coupled with her good oratory skills and the fact that she just looked like a CEO. Laughing, Carrie realized that she had been judging the new CEO in a manner consistent with the \_\_\_\_\_ theories of leadership that were popular in the 1920s and 1930s.

- A) trait
- B) behavioral
- C) contingency
- D) situational

#### Mediation (Scenario)

Carlos, the team leader, will be mediating a dispute between three team members who are arguing about overtime assignments. He recently learned about the technique of letting the parties involved in a dispute come up with a solution.

97) In working with his employees, Carlos involves them in decision making and encourages them to participate in deciding their work methods and goals. Carlos's leadership style can best be described as \_\_\_\_\_.

- A) autocratic
- B) laissez-faire
- C) democratic
- D) delegating

#### Jack and Jill (Scenario)

Jack Jones and Jill Smith are both managers at a medium-sized medical supply firm. Jack emphasizes to his people that the work must be done, regardless of circumstances, and encourages his employees to meet their sales quotas. He is generally liked, but because sales are unstructured, sometimes his employees resent his rather heavy-handed approach. Jill has tried hard to build a good rapport with her employees and knows each of their families. She encourages her employees to work hard, but to be certain to take time out for themselves and their families.

98) Fiedler's contingency model would classify Jack as \_\_\_\_\_ oriented.

- A) employee
- B) organization
- C) task
- D) relationship

99) Fiedler's contingency model would classify Jill as \_\_\_\_\_ oriented.

- A) production
- B) organization
- C) task
- D) relationship

100) Which of the following would be assumed by Fiedler's contingency model about the leadership styles of Jack and Jill?

- A) Their leadership styles can be adjusted to fit the situation.
- B) Their leadership styles are fixed, regardless of the situation.
- C) Jill's leadership styles can be classified as selling.
- D) Jack's style is well suited for unstructured tasks.

#### The Path to Leadership (Scenario)

Brooke is a manager of the night shift in a nursing home. She has been reading literature on House's path-goal theory and would like to apply that information to becoming a better leader.

101) Brooke has decided that the appropriate leadership style would be to show friendliness and concern for the needs of her subordinates. She wishes to be a(n) \_\_\_\_\_ leader.

- A) achievement-oriented
- B) participative
- C) supportive
- D) directive

102) Brooke should understand that the path-goal theory is a(n) \_\_\_\_\_ model of leadership that extracts key elements from the expectancy theory of motivation.

- A) fixed
- B) alternative
- C) contingency
- D) untested

103) Brooke generally lets subordinates know what's expected of them, schedules work to be done, and gives specific guidance on how to accomplish tasks. She would be termed a(n) \_\_\_\_\_ leader.

- A) achievement-oriented
- B) participative
- C) supportive
- D) directive

104) Which of the following would support Brooke's attempt at becoming a participative leader?

- A) She lets subordinates know what's expected of them, schedule work to be done, and give specific guidance as to how to accomplish tasks.
- B) She is friendly and shows concern for the needs of subordinates.
- C) She consults her subordinates and uses their suggestions before making a decision.
- D) She sets challenging goals and expect subordinates to perform at their highest level.

105) Lately Brooke has been setting challenging goals and expecting subordinates to perform at their highest level. She is acting as a(n) \_\_\_\_\_ leader.

- A) achievement-oriented
- B) participative
- C) supportive
- D) directive

#### The Proactive Supervisor (Scenario)

Roberta is a department store supervisor and wants to be a good leader to her subordinates. Recently, she met with the employees to let them know what she expected of them and the schedules they had for the products to be shipped. Roberta really enjoys the time that she sometimes gets to spend with the employees so they can see that she is friendly and has concern for them. She also likes to consult with the employees for suggestions prior to making a decision. Before a new

financial year starts, Roberta always meets with the employees to establish challenging goals and expectations, encouraging them to perform at their highest level.

106) When she recently met with the employees to let them know the product schedules and what she expected of them, she displayed which of the following leadership styles?

- A) directive
- B) supportive
- C) participative
- D) achievement-oriented

107) When Roberta spends time with the employees so they can see that she is friendly and has concern for them, she displays which of the following leadership styles?

- A) directive
- B) supportive
- C) participative
- D) achievement-oriented

108) When Roberta consults with the employees for suggestions prior to making a decision, she displays which of the following leadership styles?

- A) directive
- B) supportive
- C) participative
- D) achievement-oriented

109) When Roberta meets with the employees to establish challenging goals and expectations for the next financial year, she displays which of the following leadership styles?

- A) directive
- B) supportive
- C) participative

D) achievement-oriented

The Team Leader (Scenario)

Mark is a project manager at a multinational firm. He currently leads a team of 12 engineers. In the 5 years that he has led the team, his leadership style has been characterized as autocratic. According to him, "it's the only way to get work done."

110) Which of the following statements, if true, would most support Mark's autocratic approach to leadership?

- A) Mark has noticed that most of the members of his team do not take any initiative and tend to be risk averse.
- B) The work performed by the team follows a logical, step-by-step approach which is well-documented.
- C) The criteria for recruitment to the team emphasizes good qualifications and a minimum of 4 years of experience.
- D) A few members of the team have come forward and offered valuable suggestions on how to streamline the workflow.

111) Which of the following statements, if true, would undermine Mark's autocratic approach to leadership?

- A) Most members of the team seem to willingly accept Mark's directives.
- B) There has been a marked increase in the group's productivity over the last three years.
- C) The team's workload has increased substantially in the past six months and is likely to keep growing.
- D) An important criterion for promotion at the organization is developing leadership competencies.

Crazy Powermakers, Inc. (Scenario)

Crazy Powermakers, Inc., was a unique company in that its philosophy was to prevent any one person from having too much power in the organization. Therefore,

any power found to exist in the company was distributed to someone who did not have any power yet. As a result, Tamera was the person employees went to when disciplinary action had to be taken; Kayse was the supervisor that the employees went to for general decisions that needed to be made; Clay was the person employees went to when they were to receive special recognition; and Juan was the person employees went to when knowledge of a topic was needed.

112) Tamera held \_\_\_\_\_ power.

- A) legitimate
- B) coercive
- C) reward
- D) expert

113) Kayse held \_\_\_\_\_ power.

- A) reward
- B) expert
- C) legitimate
- D) coercive

114) Clay held \_\_\_\_\_ power.

- A) reward
- B) legitimate
- C) coercive
- D) referent

115) Juan held \_\_\_\_\_ power.

- A) legitimate
- B) reward
- C) referent
- D) expert

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

116) In a short essay, identify seven traits associated with leadership.

117) Discuss the five sources in which leader power has been identified. Include specific examples of each source of power to support your answer.