Part 1 Leadership Variables Chapters 2 and 3

Multiple Choice Questions

1. Historically, researchers have focused upon two main theories of leadership effectiveness: _____ and _____.

   A. Ancient; modern
   B. Male; female
   C. Centralized; decentralized
   D. Trait; behavior
   E. Time-sensitive; timeless

2. Almost always listed as important for leadership success is/are _____.

   A. Basic intelligence
   B. Clear and strong values
   C. High level of personal energy
   D. All of these
   E. Training

3. In _____, a classic study of leadership _____ was conducted by _____.

   A. 1989; contingencies; Ken Blanchard
   B. 1969; qualities; Peter Drucker
   C. 1949; environment; Elton Mayo
   D. 1939; behavior; Kurt Lewin
   E. None of these

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4. In _____, Ralph Stogdill and others at _____ evaluated leadership effectiveness based upon _____. At about the same time, _____ and others at University of Michigan studied _____ leadership.

A. 1945; Ohio State University; initiating structure and consideration; Rensis Likert; job-centered and employee-centered
B. 1955; Stanford University; time and place; Abraham Maslow; motivation and personality
C. 1965; Harvard University; education and experience; W. Edwards Deming; technical process and eclectic
D. All of these
E. None of these

5. Leadership effectiveness depends upon _____ of leaders, _____ of followers, and the _____ of the situation.

A. Timing; pulse; memory
B. Age; number; notification
C. Height; weight; length
D. Qualities; characteristics; nature
E. Gender; race; training

6. Psychologist David McClelland states that leaders do not use _____ and _____; leaders arouse _____ in followers.

A. Envy; spite; skill
B. Prestige; position; desire
C. Ability; drive; hope
D. Intimidation; force; confidence
E. None of these

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7. Vince Lombardi had a _____ personality; his followers' goal was to be equal to their understanding of his _____.

A. Schizophrenic; needs
B. Mercurial; orders
C. Stoic; desires
D. Charismatic; values and goals
E. Difficult; deficiencies

8. Transformational leaders use _____ and _____ to raise the performance of followers.

A. Optimism; charm
B. Knowledge; skill
C. Preparation; perseverance
D. Energy; motion
E. Education; practice

9. Qualities belonging potentially to everyone, but possessed more fully by leaders, include all of the following except _____.

A. Vision and enthusiasm
B. Stability and concern for others
C. Self-confidence and persistence
D. Vitality and integrity
E. Hearing and size

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10. Antoine de Saint-Exupéry spoke to the _____, when he said, "A rock pile ceases to be a rock pile the moment a single man contemplates it, bearing within him the image of a cathedral."

A. Imaginative nature of vision
B. Fact that all great leaders are builders
C. Principle that only a man can be a leader
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11. _____ is an example of a visionary statement by _____.

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B. "Where do you want to go today?"; Bill Gates
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C. Harry Truman
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13. Problems with _____, _____, and _____ are fertile fields for emotional instability that can reduce leadership effectiveness.

A. Methods; procedures; processes
B. Plant; equipment; supplies
C. Products; environment; government
D. Alcohol; money; relationships
E. Education; liquidation; infiltration

14. Concern for others requires _____ and _____, and the result is _____, which is the foundation of _____.

A. Experience; fortitude; learning; survival
B. Patience; listening; trust; loyalty
C. Discussion; contemplation; education; expression
D. Time; place; emotion; community
E. None of these

15. According to Roger Staubach, the key to self-confidence is _____.

A. The leader's natural-born talent
B. The support of caring teammates
C. How hard the leader works
D. Opportunity and position
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B. Martin Luther King
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E. Golda Meir

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18. _____, _____, and _____ are traits found in all charismatic leaders.

A. Education; opportunity; attention to detail
B. Training; sensitivity; patience
C. Experience; collaboration; emotional stability
D. Optimism; extroversion; a sense of adventure
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19. The most important quality of leadership is _____, including _____ and _____.

A. Knowledge; on-the-job learning; formal education
B. Motivation; desire; effort
C. Integrity; honesty; courage
D. Decisiveness; information finding; willingness to take orders
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20. _____ once said, "The ear of the leader must ring with the voices of the people. Together they rise to the challenge of the day."

A. George Patton
B. Will Durant
C. Kurt Lewin
D. Woodrow Wilson
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21. Characteristics of followers that influence the leadership process are _____ and _____.

A. Race; gender
B. Respect for authority; interpersonal trust
C. Past mistakes; future plans
D. Abstract reasoning; concrete experience
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22. Successful leaders today function more as _____ and _____, and less as _____ and _____.

A. Facilitators; teachers; enforcers; disciplinarians
B. Experts; performers; coaches; guides
C. Goal-directed; bottom-line oriented; considerate; supportive
D. Tellers; doers; askers; helpers
E. None of these

23. In _____, Stuart Levine and Michael Crom write about building trust in the workplace. His prescription includes _____, _____, and _____.

A. "Habits of the Heart"; respect society's rules; trust in time; end bitterness
B. "The Road Less Traveled"; never travel alone; always take a friend; be dependable
C. "A Great Place to Work"; do what you love; lend a helping hand; be considerate
D. "Leading the Way"; deal openly with everyone; keep promises; care about people
E. None of these

24. _____ describes contemporary patterns of work that challenge the skills of today's leaders, including _____, _____, and _____.

A. Margaret Wheatley; contextual; sequential; organizational
B. Laurie Beth Jones; ongoing; intermittent; one-time-only
C. Herb Kelleher; speed; potency; customer-related
D. Robert Reich; knowledge work; technical skill; group interaction
E. Charles Handy; working at home; flextime; independent contractors

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25. In general, when work to be done is _____, _____, and _____, a(n) _____ and _____ leadership approach is best.

A. Immediate; consequential; technical; aggressive; directive
B. Clear-cut; routine; monotonous; non-directive; supportive
C. Caused by errors; high profile; high-energy; high maintenance; no-nonsense
D. New or dangerous; traditional; person-centered; soft; understanding
E. None of these

26. If you have _____ intelligence, you have the ability to deal with people; if you have musical-rhythmic intelligence, you appreciate _____ and _____.

A. Intrapersonal; sculpting; surgery
B. Verbal/linguistic; logical reasoning; exploring patterns
C. Musical/rhythmic; saying words; using your body
D. Interpersonal; pitch; rhythm
E. None of these

27. The concept of _____ is relevant to leadership development because leadership effectiveness is in direct proportion to _____ and _____, which come from within the person.

A. Multiple intelligence; commitment; passion
B. Hand grip; size; strength
C. Interpersonal attraction; identification; need
D. Political alliance; confidence; pride
E. None of these

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28. _____ advocated a _____ style of leadership and _____ advocated a _____ style of leadership.

A. Jefferson; directive; Eisenhower; non-directive
B. Machiavelli; directive; Lao-Tzu; non-directive
C. Eisenhower; directive; Patton; non-directive
D. Lao-Tzu; directive; Elizabeth I; non-directive
E. Patton; directive; Jefferson; non-directive

29. Increasingly, the American workplace is becoming _____, _____, and _____.

A. Contemplative; rule-based; quality conscious
B. Moderate; rational; organized
C. Fast-paced; culturally diverse; global
D. Customer driven; finance focused; geography-bound
E. None of these

30. Over time, the shift in emphasis for business success has been from _____ to _____.

A. Communities; systems
B. Command and control; relationship management
C. Innovation; hierarchy
D. Team building; skill building
E. None of these

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31. Participative followers _____ such management practices as regular staff meetings, the open door policy and sharing concern for people's feelings.

A. Oppose
B. Avoid
C. Dislike
D. Prefer
E. None of these

32. _____ describes how difficult the leader's job can be: "...since no important decision ever pleases everyone in an organization, the leader must also absorb the displeasure, and sometimes the severe hostility, of those who would have taken a different course."

A. Peter Drucker
B. Margaret Wheatley
C. Chris Argyris
D. Douglas McGregor
E. Ken Blanchard

33. Trait leadership theory makes the assumption that distinctive _____ and _____ characteristics account for leadership effectiveness.

A. Physical; cognitive
B. Cognitive; emotional
C. Physical; psychological
D. Values; psychological
E. None of these

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34. _____ is a special personal quality that generates others' interest and causes them to follow.

A. Vitality
B. Charisma
C. Integrity
D. Stability

35. _____ is understood as honesty, strength of character, and courage.

A. Vitality
B. Charisma
C. Integrity
D. Stability

36. Successful leaders today must master challenges such as _____ and _____, as well as traditional duties such as _____ and _____.

A. Purchasing; inventory control; staffing; accounting
B. Advertising; sales; engineering; production
C. Office politics; re-engineering; work design; wage administration
D. Giving orders; quality control; public speaking; report writing
E. Developing people; doing the right things; organizing work; implementing plans

37. Characteristics of followers that influence the leadership process are _____ and _____.

A. Vision; enthusiasm
B. Respect for authority; interpersonal trust
C. Integrity; charisma
D. Persistence; concern for others

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38. Different kinds of intelligence include all of the following except:

A. Verbal/linguistic
B. Logical/mathematical
C. Visual/spatial
D. Bodily/kinesthetic
E. Memory/recall

39. A transformational leader does all but which of the following:

A. Develops a vision that is compelling to followers
B. Articulates a strategy for bringing vision to life
C. Builds momentum by recognizing progress
D. Demonstrates character by setting an example
E. Takes credit for the accomplishments of others

40. In the passage, "He Made Me Feel Important," Vince Lombardi influenced his players because of his:

A. Physical size
B. Charismatic personality
C. Native intelligence
D. Personal insecurity
E. Physical Skill

41. Qualities of transformational leaders include:

A. Determination, diligence, and attention to detail
B. Perception, persistence, and practical-mindedness
C. Bravery, strength, and technical expertise
D. Consideration, compassion, and reliability
E. Optimism, charm, and intelligence

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42. An important factor in determining leadership effectiveness is _____ based on preferred styles of leading and following.

A. The number used
B. Income and geography
C. Size and distance
D. Leader-follower compatibility
E. All of these

43. Select the answer that best describes the quality of the leader, characteristic of the follower, and nature of the situation most conducive to leadership taking place.

A. Selfishness, mistrust, emergency
B. Intelligence, experience, despair
C. Humanism, anger, routine
D. Self-confidence, obedience, confusion

44. Key factors in determining leadership effectiveness include:

A. Time, space, energy
B. Qualities of leaders, characteristics of followers, nature of the situation
C. Age, experience, gender
D. Government, business, industry

45. Situational factors that influence the leadership process include:

A. Size of the organization
B. Social and psychological climate
C. Employment patterns
D. Type, place, purpose of work performed
E. All of these

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46. Edwin Ghisselli's six traits for effective leadership includes all but which of the following:

A. Need for achievement
B. Intelligence
C. Decisiveness
D. Self-confidence
E. Social status

47. All of the following are important qualities of leadership except:

A. Ability
B. Stability
C. Persistence
D. Charisma
E. Seniority

48. Causes of reduced willingness to trust in American society include the following:

A. Breakdown of traditional family structure
B. Decline of social structures such as church and school
C. Lack of shared community values, focus on self-satisfaction
D. Influential leaders putting self-gain above the public good
E. All of these

49. All of the following are factors that influence the nature of the situation or the context of leadership except:

A. Type of work performed
B. Size of organization
C. Social climate
D. Employee wages

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50. The participative style of leading and following is:

A. Leader-centered decision-making
B. Follower-centered decision-making
C. Leader and followers share decision-making
D. Follow the leader

51. If a decision is important, and the leader has little confidence in the judgment of subordinates, the leader is more likely to be:

A. Directive
B. Participative
C. Free-rein
D. Over the top

52. The three styles of leadership are:

A. High, low, middle
B. Directive, participative, free-rein
C. Traditional, modern, new wave

53. Ghiselli identified six traits as being important for effective leadership. Which of the following is not one of them?

A. Supervisory ability
B. Initiative
C. Intelligence
D. Strong ego

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54. The cornerstone of Shackleton's leadership behavior included all but one of the following:

A. Leading by example
B. Communicating a vision
C. Keeping records
D. Maintaining a positive attitude

55. Todd McFarlane's leadership success could be traced to:

A. Business location and financial management
B. Willingness to take a risk and focus on what he could control
C. Start up capital and delegation skills

56. Qualities of ineffective leaders have been identified by _____. Six behaviors or flaws are:

A. Robert Blake; lack of job knowledge, poor communication, low commitment, poor preparation, bullying style, negative attitude.
B. Barbara Kellerman; incompetence, rigidity, intemperance, callousness, corruption, cruelty.
C. Francis Galton; low trust, abrasive style, poor technical skill, inability to delegate, overly ambitious, poor time management.
D. None of these.

57. A crisis can create _____ followers looking for a leader to resolve their dilemma.

A. Security-seeking
B. Loss-aversive
C. Group-oriented
D. Charisma hungry
E. None of these

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58. Factors accounting for the victory of allied forces in Europe in the Second World War, according to Andrew Roberts, included:

A. The ferocity of the Russian soldier
B. The American arsenal of armaments
C. Germany's decision to fight a two-front war
D. The determination of Winston Churchill never to give in
E. All of these

59. The most serious derailment pattern for leaders seeking promotion is:

A. Inability to build positive relations with co-workers
B. Inability to build and lead a team
C. Inability to adapt to changing bosses, followers, and situations
D. Inadequate preparation for promotion
E. Failure to meet performance objectives

60. Sergio Marchionne is to _____ style of leadership, as Robert Selander is to _____ style of leadership, and Daniel Amos is to _____ style of leadership.

A. Free-rein; directive; participative
B. Directive; free rein; participative
C. Participative; directive; free-rein
D. Directive; participative; free-rein
E. None of these

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61. Research shows transformational leadership has a _____ effect on performance, resulting in _____ levels of _____ and _____ as well.

A. Positive; positive; education; seniority
B. Negative; negative; engagement; retention
C. Positive; negative; pay; promotion
D. Positive; positive; motivation; organizational commitment
E. None of these

62. The dark side of leadership refers to:

A. The toxic effect a destructive leader has on individuals and organizations
B. The beginning phase of leadership before light and learning occurs
C. The depression a leader experiences when times are difficult
D. The second half of a leader's tenure in office
E. All of these

63. _____ thinking is needed when there is only one right answer; _____ thinking is needed when there can be many right answers.

A. High; low
B. Abstract; concrete
C. Fluid; crystallized
D. Convergent; divergent
E. Pure; mixed

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64. Kinds of intelligence include all but one of the following:

A. Verbal-linguistic
B. Logical-mathematical
C. Visual-spatial
D. Permanent-irreducible
E. Interpersonal

65. A combination of _____, _____, and _____ are needed for a place to be a magnet and multiplier for human achievement.

A. Timing; tension; ignition
B. People; products; processes
C. Environmental; energy; education
D. Faith; fortitude; fidelity
E. Talent; technology; tolerance

True / False Questions

66. In the case study, Mr. Black, Ms. Blue, and Mr. White, their leadership performance problems were poor time management, bullying behavior, and lack of job knowledge.

True False

67. Negative behaviors that harm leader effectiveness include: incompetence, rigidity, intemperance, callousness, corruption, and cruelty.

True False

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68. Seven kinds of intelligence have been identified including: verbal-linguistic, musical-rhythmic, logical-mathematical, visual-spatial, bodily-kinesthetic, intrapersonal, and interpersonal.

True False

69. Characteristic of the directive style of leadership is follower-centered decision- making, while the participative style utilizes shared decision-making.

True False

70. The best style of leadership depends on qualities of the leader, characteristics of followers, and the nature of the situation.

True False

71. The nature of the situation can have significant influence on the leadership process.

True False

72. Some people are more trusting and therefore more easily led than others.

True False

73. Behavioral leadership theory assumes that there are distinctive actions that effective leaders take.

True False

74. Factors conducive to leadership change from leader to leader, follower to follower, and situation to situation.

True False

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75. Explorer Ernest Shakeleton's leadership success was based upon four cornerstones

1) leadership by example;
2) communicating a vision;
3) keeping up morale; and
4) maintaining a positive attitude.

True False

76. R.J. House identifies the characteristics of charismatic leaders as being experienced, having technical knowledge, and having a strong need for control.

True False

77. James MacGregor Burns identifies Gandhi as an example of a transactional leader.

True False

78. Crystallized intelligence represents one's lifetime of intellectual attainment, while fluid intelligence is defined as mental flexibility as shown by the ability to solve problems in novel situations.

True False

Matching Questions

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79. Match the items below with their descriptions:

1. autocratic, democratic, laissez-faire or (free-rein)	a theoretical emphasis in leadership studies	____
2. trait	leadership effectiveness depends upon qualities of leaders, characteristics of followers, the nature of the situation	____
3. intelligence, values, energy	a theoretical emphasis in leadership studies	____
4. vision, ability, concern for people, persistence, vitality, integrity	factors of followers that influence the leadership process	____
5. initiating structure, showing consideration	the ability to elevate follower's performance beyond previous expectations	____
6. size of the organization, psychological climate, patterns of employment, type and purpose of the work performed	leadership dimensions theorist	____
7. respect for authority, interpersonal trust	qualities that mark a leader	____
8. transformational leadership	situational factors influencing the leadership process	____
9. Contingency Theory	important leadership traits	____
10. Ralph Stogdill	dimensions of leadership	____
11. Kurt Lewin	styles of leadership	____
12. behavior	leadership styles theorist	____
13. art	principles for developing trust	____
14. deal openly with anyone, consider all points of views, keep promises, care about people	the nature of effective leadership	____

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D. Opportunity and position
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A. Race; gender
B. Respect for authority; interpersonal trust
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Level: 2 Medium

22. Successful leaders today function more as _____ and _____, and less as _____ and _____.

A. Facilitators; teachers; enforcers; disciplinarians
B. Experts; performers; coaches; guides
C. Goal-directed; bottom-line oriented; considerate; supportive
D. Tellers; doers; askers; helpers
E. None of these

Level: 2 Medium

23. In _____, Stuart Levine and Michael Crom write about building trust in the workplace. His prescription includes _____, _____, and _____.

A. "Habits of the Heart"; respect society's rules; trust in time; end bitterness
B. "The Road Less Traveled"; never travel alone; always take a friend; be dependable
C. "A Great Place to Work"; do what you love; lend a helping hand; be considerate
D. "Leading the Way"; deal openly with everyone; keep promises; care about people
E. None of these

Level: 2 Medium

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24. _____ describes contemporary patterns of work that challenge the skills of today's leaders, including _____, _____, and _____.

A. Margaret Wheatley; contextual; sequential; organizational
B. Laurie Beth Jones; ongoing; intermittent; one-time-only
C. Herb Kelleher; speed; potency; customer-related
D. Robert Reich; knowledge work; technical skill; group interaction
E. Charles Handy; working at home; flextime; independent contractors

Level: 2 Medium

25. In general, when work to be done is _____, _____, and _____, a(n) _____ and _____ leadership approach is best.

A. Immediate; consequential; technical; aggressive; directive
B. Clear-cut; routine; monotonous; non-directive; supportive
C. Caused by errors; high profile; high-energy; high maintenance; no-nonsense
D. New or dangerous; traditional; person-centered; soft; understanding
E. None of these

Level: 2 Medium

26. If you have _____ intelligence, you have the ability to deal with people; if you have musical-rhythmic intelligence, you appreciate _____ and _____.

A. Intrapersonal; sculpting; surgery
B. Verbal/linguistic; logical reasoning; exploring patterns
C. Musical/rhythmic; saying words; using your body
D. Interpersonal; pitch; rhythm
E. None of these

Level: 2 Medium

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27. The concept of _____ is relevant to leadership development because leadership effectiveness is in direct proportion to _____ and _____, which come from within the person.

A. Multiple intelligence; commitment; passion
B. Hand grip; size; strength
C. Interpersonal attraction; identification; need
D. Political alliance; confidence; pride
E. None of these

Level: 2 Medium

28. _____ advocated a _____ style of leadership and _____ advocated a _____ style of leadership.

A. Jefferson; directive; Eisenhower; non-directive
B. Machiavelli; directive; Lao-Tzu; non-directive
C. Eisenhower; directive; Patton; non-directive
D. Lao-Tzu; directive; Elizabeth I; non-directive
E. Patton; directive; Jefferson; non-directive

Level: 2 Medium

29. Increasingly, the American workplace is becoming _____, _____, and _____.

A. Contemplative; rule-based; quality conscious
B. Moderate; rational; organized
C. Fast-paced; culturally diverse; global
D. Customer driven; finance focused; geography-bound
E. None of these

Level: 2 Medium

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30. Over time, the shift in emphasis for business success has been from _____ to _____.

A. Communities; systems
B. Command and control; relationship management
C. Innovation; hierarchy
D. Team building; skill building
E. None of these

Level: 2 Medium

31. Participative followers _____ such management practices as regular staff meetings, the open door policy and sharing concern for people's feelings.

A. Oppose
B. Avoid
C. Dislike
D. Prefer
E. None of these

Level: 2 Medium

32. _____ describes how difficult the leader's job can be: "...since no important decision ever pleases everyone in an organization, the leader must also absorb the displeasure, and sometimes the severe hostility, of those who would have taken a different course."

A. Peter Drucker
B. Margaret Wheatley
C. Chris Argyris
D. Douglas McGregor
E. Ken Blanchard

Level: 2 Medium

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33. Trait leadership theory makes the assumption that distinctive _____ and _____ characteristics account for leadership effectiveness.

A. Physical; cognitive
B. Cognitive; emotional
C. Physical; psychological
D. Values; psychological
E. None of these

Level: 2 Medium

34. _____ is a special personal quality that generates others' interest and causes them to follow.

A. Vitality
B. Charisma
C. Integrity
D. Stability

Level: 2 Medium

35. _____ is understood as honesty, strength of character, and courage.

A. Vitality
B. Charisma
C. Integrity
D. Stability

Level: 2 Medium

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36. Successful leaders today must master challenges such as _____ and _____, as well as traditional duties such as _____ and _____.

A. Purchasing; inventory control; staffing; accounting
B. Advertising; sales; engineering; production
C. Office politics; re-engineering; work design; wage administration
D. Giving orders; quality control; public speaking; report writing
E. Developing people; doing the right things; organizing work; implementing plans

Level: 2 Medium

37. Characteristics of followers that influence the leadership process are _____ and _____.

A. Vision; enthusiasm
B. Respect for authority; interpersonal trust
C. Integrity; charisma
D. Persistence; concern for others

Level: 2 Medium

38. Different kinds of intelligence include all of the following except:

A. Verbal/linguistic
B. Logical/mathematical
C. Visual/spatial
D. Bodily/kinesthetic
E. Memory/recall

Level: 2 Medium

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39. A transformational leader does all but which of the following:

A. Develops a vision that is compelling to followers
B. Articulates a strategy for bringing vision to life
C. Builds momentum by recognizing progress
D. Demonstrates character by setting an example
E. Takes credit for the accomplishments of others

Level: 2 Medium

40. In the passage, "He Made Me Feel Important," Vince Lombardi influenced his players because of his:

A. Physical size
B. Charismatic personality
C. Native intelligence
D. Personal insecurity
E. Physical Skill

Level: 2 Medium

41. Qualities of transformational leaders include:

A. Determination, diligence, and attention to detail
B. Perception, persistence, and practical-mindedness
C. Bravery, strength, and technical expertise
D. Consideration, compassion, and reliability
E. Optimism, charm, and intelligence

Level: 2 Medium

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42. An important factor in determining leadership effectiveness is _____ based on preferred styles of leading and following.

A. The number used
B. Income and geography
C. Size and distance
D. Leader-follower compatibility
E. All of these

Level: 2 Medium

43. Select the answer that best describes the quality of the leader, characteristic of the follower, and nature of the situation most conducive to leadership taking place.

A. Selfishness, mistrust, emergency
B. Intelligence, experience, despair
C. Humanism, anger, routine
D. Self-confidence, obedience, confusion

Level: 2 Medium

44. Key factors in determining leadership effectiveness include:

A. Time, space, energy
B. Qualities of leaders, characteristics of followers, nature of the situation
C. Age, experience, gender
D. Government, business, industry

Level: 2 Medium

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45. Situational factors that influence the leadership process include:

A. Size of the organization
B. Social and psychological climate
C. Employment patterns
D. Type, place, purpose of work performed
E. All of these

Level: 2 Medium

46. Edwin Ghisselli's six traits for effective leadership includes all but which of the following:

A. Need for achievement
B. Intelligence
C. Decisiveness
D. Self-confidence
E. Social status

Level: 2 Medium

47. All of the following are important qualities of leadership except:

A. Ability
B. Stability
C. Persistence
D. Charisma
E. Seniority

Level: 2 Medium

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48. Causes of reduced willingness to trust in American society include the following:

A. Breakdown of traditional family structure
B. Decline of social structures such as church and school
C. Lack of shared community values, focus on self-satisfaction
D. Influential leaders putting self-gain above the public good
E. All of these

Level: 2 Medium

49. All of the following are factors that influence the nature of the situation or the context of leadership except:

A. Type of work performed
B. Size of organization
C. Social climate
D. Employee wages

Level: 2 Medium

50. The participative style of leading and following is:

A. Leader-centered decision-making
B. Follower-centered decision-making
C. Leader and followers share decision-making
D. Follow the leader

Level: 2 Medium

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51. If a decision is important, and the leader has little confidence in the judgment of subordinates, the leader is more likely to be:

A. Directive
B. Participative
C. Free-rein
D. Over the top

Level: 2 Medium

52. The three styles of leadership are:

A. High, low, middle
B. Directive, participative, free-rein
C. Traditional, modern, new wave

Level: 2 Medium

53. Ghiselli identified six traits as being important for effective leadership. Which of the following is not one of them?

A. Supervisory ability
B. Initiative
C. Intelligence
D. Strong ego

Level: 2 Medium

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54. The cornerstone of Shackleton's leadership behavior included all but one of the following:

A. Leading by example
B. Communicating a vision
C. Keeping records
D. Maintaining a positive attitude

Level: 2 Medium

55. Todd McFarlane's leadership success could be traced to:

A. Business location and financial management
B. Willingness to take a risk and focus on what he could control
C. Start up capital and delegation skills

Level: 2 Medium

56. Qualities of ineffective leaders have been identified by _____. Six behaviors or flaws are:

A. Robert Blake; lack of job knowledge, poor communication, low commitment, poor preparation, bullying style, negative attitude.
B. Barbara Kellerman; incompetence, rigidity, intemperance, callousness, corruption, cruelty.
C. Francis Galton; low trust, abrasive style, poor technical skill, inability to delegate, overly ambitious, poor time management.
D. None of these.

Level: 2 Medium

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57. A crisis can create _____ followers looking for a leader to resolve their dilemma.

A. Security-seeking
B. Loss-aversive
C. Group-oriented
D. Charisma hungry
E. None of these

Level: 2 Medium

58. Factors accounting for the victory of allied forces in Europe in the Second World War, according to Andrew Roberts, included:

A. The ferocity of the Russian soldier
B. The American arsenal of armaments
C. Germany's decision to fight a two-front war
D. The determination of Winston Churchill never to give in
E. All of these

Level: 2 Medium

59. The most serious derailment pattern for leaders seeking promotion is:

A. Inability to build positive relations with co-workers
B. Inability to build and lead a team
C. Inability to adapt to changing bosses, followers, and situations
D. Inadequate preparation for promotion
E. Failure to meet performance objectives

Level: 2 Medium

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60. Sergio Marchionne is to _____ style of leadership, as Robert Selander is to _____ style of leadership, and Daniel Amos is to _____ style of leadership.

A. Free-rein; directive; participative
B. Directive; free rein; participative
C. Participative; directive; free-rein
D. Directive; participative; free-rein
E. None of these

Level: 2 Medium

61. Research shows transformational leadership has a _____ effect on performance, resulting in _____ levels of _____ and _____ as well.

A. Positive; positive; education; seniority
B. Negative; negative; engagement; retention
C. Positive; negative; pay; promotion
D. Positive; positive; motivation; organizational commitment
E. None of these

Level: 2 Medium

62. The dark side of leadership refers to:

A. The toxic effect a destructive leader has on individuals and organizations
B. The beginning phase of leadership before light and learning occurs
C. The depression a leader experiences when times are difficult
D. The second half of a leader's tenure in office
E. All of these

Level: 2 Medium

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63. _____ thinking is needed when there is only one right answer; _____ thinking is needed when there can be many right answers.

A. High; low
B. Abstract; concrete
C. Fluid; crystallized
D. Convergent; divergent
E. Pure; mixed

Level: 2 Medium

64. Kinds of intelligence include all but one of the following:

A. Verbal-linguistic
B. Logical-mathematical
C. Visual-spatial
D. Permanent-irreducible
E. Interpersonal

Level: 2 Medium

65. A combination of _____, _____, and _____ are needed for a place to be a magnet and multiplier for human achievement.

A. Timing; tension; ignition
B. People; products; processes
C. Environmental; energy; education
D. Faith; fortitude; fidelity
E. Talent; technology; tolerance

Level: 3 difficult

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True / False Questions

66. In the case study, Mr. Black, Ms. Blue, and Mr. White, their leadership performance problems were poor time management, bullying behavior, and lack of job knowledge.

FALSE

Level: 1 Easy

67. Negative behaviors that harm leader effectiveness include: incompetence, rigidity, intemperance, callousness, corruption, and cruelty.

TRUE

Level: 1 Easy

68. Seven kinds of intelligence have been identified including: verbal-linguistic, musical-rhythmic, logical-mathematical, visual-spatial, bodily-kinesthetic, intrapersonal, and interpersonal.

TRUE

Level: 1 Easy

69. Characteristic of the directive style of leadership is follower-centered decision- making, while the participative style utilizes shared decision-making.

FALSE

Level: 1 Easy

70. The best style of leadership depends on qualities of the leader, characteristics of followers, and the nature of the situation.

TRUE

Level: 1 Easy

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71. The nature of the situation can have significant influence on the leadership process.

TRUE

Level: 1 Easy

72. Some people are more trusting and therefore more easily led than others.

TRUE

Level: 1 Easy

73. Behavioral leadership theory assumes that there are distinctive actions that effective leaders take.

TRUE

Level: 1 Easy

74. Factors conducive to leadership change from leader to leader, follower to follower, and situation to situation.

TRUE

Level: 1 Easy

75. Explorer Ernest Shakeleton's leadership success was based upon four cornerstones

1) leadership by example;
2) communicating a vision;
3) keeping up morale; and
4) maintaining a positive attitude.

TRUE

Level: 1 Easy

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76. R.J. House identifies the characteristics of charismatic leaders as being experienced, having technical knowledge, and having a strong need for control.

FALSE

Level: 1 Easy

77. James MacGregor Burns identifies Gandhi as an example of a transactional leader.

FALSE

Level: 1 Easy

78. Crystallized intelligence represents one's lifetime of intellectual attainment, while fluid intelligence is defined as mental flexibility as shown by the ability to solve problems in novel situations.

TRUE

Level: 1 Easy

Matching Questions

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79. Match the items below with their descriptions:

1. autocratic, democratic, laissez-faire or (free-rein)	a theoretical emphasis in leadership studies	2
2. trait	leadership effectiveness depends upon qualities of leaders, characteristics of followers, the nature of the situation	9
3. intelligence, values, energy	a theoretical emphasis in leadership studies	12
4. vision, ability, concern for people, persistence, vitality, integrity	factors of followers that influence the leadership process	7
5. initiating structure, showing consideration	the ability to elevate follower's performance beyond previous expectations	8
6. size of the organization, psychological climate, patterns of employment, type and purpose of the work performed	leadership dimensions theorist	10
7. respect for authority, interpersonal trust	qualities that mark a leader	4
8. transformational leadership	situational factors influencing the leadership process	6
9. Contingency Theory	important leadership traits	3
10. Ralph Stogdill	dimensions of leadership	5
11. Kurt Lewin	styles of leadership	1
12. behavior	leadership styles theorist	11
13. art	principles for developing trust	14
14. deal openly with anyone, consider all points of views, keep promises, care about people	the nature of effective leadership	13

Level: 3 difficult

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