***Leadership: Enhancing the Lessons of Experience, 9e* (Hughes)**

**Chapter 1 What Do We Mean by Leadership?**

1) Leadership is a complex phenomenon involving the leader, the followers, and the situation.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

2) A key reason behind using the phrase "desirable opportunities" in a definition of leadership was precisely to distinguish between leadership and management.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

3) Some managers are likely to be effective leaders without ever having taken a course or training program in leadership.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

4) Good leadership is all about calculation, planning, and following a checklist.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

5) The mere presence of a group can cause people to act differently than when they are alone.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

6) Leaders have a short-term view, whereas managers have a long-term view in management.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

7) Leaders tend to ask questions pertaining to the "how" and "when" of situations, whereas managers tend to ask questions pertaining to the "what" and "why" of things.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

8) One needs only common sense to be a good leader.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-02 Identify common leadership myths.

Bloom's: Remember

9) Formal study and learning from experience are mutually exclusive when developing leadership skills.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-02 Identify common leadership myths.

Bloom's: Remember

10) A widely respected leader who is selected from within an organization tends to receive less latitude in a new leadership position than a newcomer.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

11) As followers are often at the levels where many organizational problems occur, they can give leaders relevant information so that good solutions are implemented.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

12) Research indicates that men tend to view leadership as an exchange with subordinates for services rendered.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-04 Illustrate the interactional framework by examining women's roles in leadership.

Bloom's: Remember

13) Leaders have considerably more influence with in-group followers than with out-group followers.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

14) Out-group subordinates are distinguished from in-group subordinates by their high degree of loyalty, commitment, and trust felt toward their leader.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

15) When followers have a say in the selection or election of a leader, they are likely to have low expectations and make few demands.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

16) According to Robert Kelley, the best followers are self-starters who take initiative for themselves.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

17) According to Robert Kelley, alienated followers habitually point out all the negative aspects of an organization to others, and leaders often see them as adversarial.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

18) Pragmatist followers see themselves as mavericks who have a healthy skepticism of their organization.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

19) Unlike the constructionist approach, the role approach believes that leadership is co-created through acts of leading and following, whoever may be performing those acts.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

20) The glass cliff refers to the finding that female candidates for an executive position are more likely to be hired than equally qualified male candidates when an organization's performance is declining.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-04 Illustrate the interactional framework by examining women's roles in leadership.

Bloom's: Remember

21) According to leadership researchers, leadership

A) is an interpersonal relation in which others comply because they want to.

B) is the study of leaders independent of the people they interact with.

C) postulates that leaders administer rather than innovate.

D) requires that leaders accept the status quo.

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

22) Which of the following definitions of leadership is fairly comprehensive and helpful?

A) actions that focus resources to create desirable opportunities

B) the process by which an agent induces a subordinate to behave in a desired manner

C) directing and coordinating the work of group members

D) the process of influencing an organized group toward accomplishing its goals

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

23) The interactional framework for analyzing leadership includes

A) followers, leaders, and situations.

B) individuals, groups, and organizations.

C) individual followers, groups, and leaders.

D) first-level supervisors, mid-level managers, and top-level leaders.

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

24) A key reason behind using the phrase "desirable opportunities" in a definition of leadership was precisely to distinguish between leadership and

A) tyranny.

B) management.

C) followership.

D) situation.

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

25) Which of the following words is most often associated with the word "management"?

A) dynamism

B) risk taking

C) efficiency

D) creativity

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

26) Leadership is most associated with words like

A) consistency.

B) planning.

C) control.

D) vision.

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Remember

27) Which of the following is a conventional distinction between managers and leaders?

A) Managers maintain, while leaders develop.

B) Managers innovate, while leaders administer.

C) Managers inspire, while leaders control.

D) Managers originate, while leaders imitate.

Answer: A

Difficulty: 2 Medium

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Understand

28) What is Hollander's approach to leadership called?

A) participative

B) transformational

C) charismatic

D) transactional

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

29) According to Robert Kelley's basic styles of followership, \_\_\_\_\_\_\_\_ are the "yes people" of organizations and are very active at doing their organization's work.

A) pragmatist followers

B) conformist followers

C) alienated followers

D) exemplary followers

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

30) According to Robert Kelley's basic styles of followership, which of the following statements is true about pragmatist followers?

A) They are rarely committed to their group's work goals.

B) They usually point out all the negative aspects of their organization to others.

C) They are the "yes people" of organizations.

D) They often present a distinct image, with either positive or negative characteristics.

Answer: A

Difficulty: 2 Medium

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Understand

31) According to Robert Kelley's basic styles of followership, who among the following presents a consistent picture to both leaders and coworkers of being independent, innovative, and willing to stand up to superiors?

A) alienated followers

B) conformist followers

C) pragmatist followers

D) exemplary followers

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

32) Craig, a marketing manager at HeliZone Inc., rarely takes initiative or suggests new ideas during project meetings. He does his work halfheartedly and needs to be guided by his manager on a regular basis. According to Robert Kelley's basic styles of followership, Craig most likely is a(n)

A) passive follower

B) alienated follower

C) conformist follower

D) pragmatist follower

Answer: A

Difficulty: 3 Hard

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Apply

33) Identify a true statement about passive followers according to Robert Kelley's basic styles of followership.

A) They are the "yes people" of organizations.

B) They are highly likely to become experts in mastering the bureaucratic rules that can be used to protect them.

C) They require constant direction because they lack initiative and a sense of responsibility.

D) They are often seen as cynical, negative, and adversarial by leaders.

Answer: C

Difficulty: 2 Medium

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Understand

34) Unlike the role approach, the constructionist approach

A) stresses that a person's awareness of being judged by stereotypes has a deleterious impact on performance.

B) views leadership as combined acts of leading and following by different individuals.

C) emphasizes that leaders have more influence with out-group followers than with in-group followers.

D) states that female candidates are unable to deliver when an organization's performance is declining.

Answer: B

Difficulty: 2 Medium

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Understand

35) Most early research on leadership was based on the assumption that leadership is a general personal trait expressed independently of the situation in which the leadership is manifested. This view is commonly known as

A) interactional framework.

B) role approach.

C) the heroic theory.

D) the glass ceiling effect.

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

36) Ideal followers are most likely to be described as

A) independent.

B) forward-looking.

C) inspiring.

D) innovative.

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Remember

37) In a classic study of sex roles, Schein

A) evidenced the fact that being a woman and being a manager are contradictory.

B) found a high correlation between the ways both male and female respondents perceived "females" and "managers."

C) demonstrated how bias in sex role stereotypes created problems for women moving up through managerial roles.

D) found no correlation between the ways respondents perceived "males" and "managers."

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-04 Illustrate the interactional framework by examining women's roles in leadership.

Bloom's: Remember

38) Which of the following is a phenomenon that refers to situations in which people feel themselves at risk of being judged by others holding negative images about them?

A) perceptual set

B) the stereotype threat

C) the glass cliff

D) role approach

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-04 Illustrate the interactional framework by examining women's roles in leadership.

Bloom's: Remember

39) Which of the following statements is true of women in leadership positions?

A) Women's commitment to their organizations was less guarded than that of their male counterparts.

B) Women were less likely than men to be willing to take career risks.

C) Women were less analytical and forceful than men.

D) Women had significantly lower well-being scores than men.

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-04 Illustrate the interactional framework by examining women's roles in leadership.

Bloom's: Understand

40) In survey research by Judith Rosener that identified several differences in how men and women described their leadership experiences, it was found that

A) men's trust in each other tended to decrease more than women when work situations became more professionally risky.

B) men described their influence in terms of personal characteristics like charisma and interpersonal skill.

C) women helped subordinates develop commitment to broader goals than their own self-interest.

D) women influenced others primarily through their organizational position and authority.

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-04 Illustrate the interactional framework by examining women's roles in leadership.

Bloom's: Remember

41) Discuss how leadership is both an art and a science.

Answer: Answers will vary.

Difficulty: 2 Medium

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Understand

42) Explain and illustrate the rational and emotional aspects of leadership.

Answer: Answers will vary.

Difficulty: 2 Medium

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Understand

43) Compare and contrast leadership and management.

Answer: Answers will vary.

Difficulty: 2 Medium

Learning Objective: 01-01 Characterize the meaning of leadership.

Bloom's: Understand

44) Compare and contrast leadership and followership.

Answer: Answers will vary.

Difficulty: 2 Medium

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Understand

45) Briefly discuss Rosener's concept of interactive leadership and explain its development.

Answer: Answers will vary.

Difficulty: 2 Medium

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Understand

46) How does the situation variable affect leadership? How does a leader's job differ in simple and complex situations?

Answer: Answers will vary.

Difficulty: 2 Medium

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Understand

47) What are the advantages of formally studying leadership? What role do real-life experiences play in formal studies of leadership?

Answer: Answers will vary.

Difficulty: 2 Medium

Learning Objective: 01-02 Identify common leadership myths.

Bloom's: Understand

48) How does a leader's history with an organization affect leadership effectiveness? Explain how the way in which leadership status was achieved impacts effectiveness.

Answer: Answers will vary.

Difficulty: 2 Medium

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Understand

49) Identify and describe the five basic styles of followership as suggested by Robert Kelley.

Answer: Answers will vary.

Difficulty: 2 Medium

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Understand

50) What trends have contributed to the changing nature of the leader-follower relationship in organizations? How do these trends enable followers to take on leadership roles?

Answer: Answers will vary.

Difficulty: 2 Medium

Learning Objective: 01-03 Generalize the interactional framework for analyzing leadership.

Bloom's: Understand