

## 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

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

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

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
  - D. Need for leading from a sound foundation
  - E. None of these
11. \_\_\_\_\_ is an example of a visionary statement by \_\_\_\_\_.
- A. "Seek first to understand"; Will Rogers
  - B. "Where do you want to go today?"; Bill Gates
  - C. "A mechanic in the White House"; Ross Perot
  - D. "Make my day"; Clint Eastwood
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12. Regarding the importance of enthusiasm for leadership effectiveness, \_\_\_\_\_ said, "Good work is never done in cold blood; heat is needed to forge anything. Every great achievement is the story of a flaming heart."
- A. Martin Luther King
  - B. George Patton
  - C. Harry Truman
  - D. Colin Powell
  - E. Eleanor Roosevelt

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
- E. None of these

16. About effective leadership, \_\_\_\_\_ said, "Nothing in life just happens. It isn't enough to just believe in something. You have to have perseverance to meet obstacles and overcome them, to struggle."
- A. Winston Churchill
  - B. Martin Luther King
  - C. Henry Ford
  - D. Abraham Lincoln
  - E. Golda Meir
17. Even if the spirit is willing, \_\_\_\_\_ and \_\_\_\_\_ are needed to fulfill the tasks of leadership. The leader needs \_\_\_\_\_.
- A. Strength; stamina; vitality
  - B. Money; machines; planning
  - C. Manpower; methods; organization
  - D. Order; materials; control
  - E. None of these
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
  - E. None of these

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
  - E. None of these
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
  - E. None of these
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
  - E. None of these

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



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

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

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

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

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

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

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

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



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

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

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

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

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

75. Explorer Ernest Shackleton'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

79. Match the items below with their descriptions:

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

## Part 1 Leadership Variables Chapters 2 and 3 Answer Key

### Multiple Choice Questions

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

*Level: 2 Medium*

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

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

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- C. 1965; Harvard University; education and experience; W. Edwards Deming; technical process and eclectic
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5. Leadership effectiveness depends upon \_\_\_\_\_ of leaders, \_\_\_\_\_ of followers, and the \_\_\_\_\_ of the situation.

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- C. Height; weight; length
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11. \_\_\_\_\_ is an example of a visionary statement by \_\_\_\_\_.

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- C.** Harry Truman
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- D.** Alcohol; money; relationships
- E. Education; liquidation; infiltration

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

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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
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- C. Manpower; methods; organization
- D. Order; materials; control
- E. None of these

*Level: 2 Medium*

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
- E.** None of these

*Level: 2 Medium*

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
- E. None of these

*Level: 2 Medium*

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
- E. None of these

*Level: 2 Medium*

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
- E. None of these

*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*

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*



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*

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*

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*

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*

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*

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*

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*

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*



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*

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*

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*

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*

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*

## 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*

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*

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



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

*Level: 3 difficult*