

Organizational Behavior, 15e (Robbins/Judge)

Chapter 12 Leadership

1) Leadership is best defined as _____.

- A) the ability to merely project one's abilities in the lack of actual accomplishments
- B) the ability to reduce the dependence of team members on each other
- C) the ability to induce the team members to focus on individual goals rather than collective goals
- D) the ability to influence a group toward the achievement of a vision or set of goals
- E) the ability to use factors like training and experience to reduce dependence on formal leadership

Answer: D

Explanation: D) Leadership can be defined as the ability to influence a group toward the achievement of a vision or set of goals. Leaders can emerge from within a group as well as by formal appointment.

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LO: 1

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

2) Which of the following statements regarding leadership is true?

- A) All managers are leaders.
- B) Formal rights ensure good leadership.
- C) Formal appointment is essential in creating leaders.
- D) All leaders are hierarchically superior to followers.
- E) Nonsanctioned leadership is as important as formal influence.

Answer: E

Explanation: E) The source of a leader's influence may be formal, such as that provided by managerial rank in an organization. But not all leaders are managers, nor, for that matter, are all managers leaders. Just because an organization provides its managers with certain formal rights is no assurance they will lead effectively. Nonsanctioned leadership — the ability to influence that arises outside the formal structure of the organization — is often as important or more important than formal influence.

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LO: 1

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

3) Which of the following is a desirable feature of leadership?

- A) one-directional influence from the leader to the follower
- B) coercive power and authority
- C) lack of freedom
- D) passivity of followers
- E) coexistence of leaders and managers

Answer: E

Explanation: E) Organizations need strong leadership and strong management for optimal effectiveness. We need leaders today to challenge the status quo, create visions of the future, and inspire organizational members to want to achieve the visions. We also need managers to formulate detailed plans, create efficient organizational structures, and oversee day-to-day operations.

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LO: 1

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

4) Trait theories of leadership focus on _____.

A) the special relationship that leaders establish with a small group of their followers

B) the personal qualities and characteristics that differentiate leaders from nonleaders

C) the way the leader makes decisions

D) the extent to which followers are willing and able to accomplish a specific task

E) the match between the leader's style and the degree to which the situation gives the leader control

Answer: B

Explanation: B) Trait theories of leadership focus on personal qualities and characteristics. The search for personality, social, physical, or intellectual attributes that differentiate leaders from nonleaders goes back to the earliest stages of leadership research.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

5) Which of the following Big Five personality traits has been identified as the most important trait in effective leaders?

A) conscientiousness

B) openness

C) extraversion

D) agreeableness

E) emotional stability

Answer: C

Explanation: C) A comprehensive review of leadership literature, when organized around the Big Five, has found extraversion to be the most important trait of effective leaders but more strongly related to leader emergence than to leader effectiveness. Conscientiousness and openness to experience also showed strong relationships to leadership, though not quite as strong as extraversion.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

6) Emotional intelligence (EI) is critical to effective leadership because one of its core components is _____ which reflects the consideration that leaders must be able to express.

- A) conscientiousness
- B) empathy
- C) optimism
- D) introversion
- E) perfectionism

Answer: B

Explanation: B) A core component of EI is empathy. Empathetic leaders can sense others' needs, listen to what followers say (and don't say), and read the reactions of others. The caring part of empathy, especially for the people with whom you work, is what inspires people to stay with a leader when the going gets rough.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

7) Trait theories most accurately predict _____.

- A) distinguishing features of an effective leader
- B) differences between an effective and an ineffective leader
- C) success of a leader
- D) roles to be played by the leader
- E) emergence of a leader

Answer: E

Explanation: E) Traits are more accurate in predicting the emergence of leaders and the appearance of leadership than actually distinguishing between effective and ineffective leaders.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

8) Tim Wrench was leading the client services division of AmWeb for seven years when he was asked to move to another region where the company was setting up its office. Before moving, Tim was asked to help in finding a successor for him from his team. Tim's most obvious choice was Judy Judge and the management accepted his choice as Judy was a popular person across the company. Judy was known for her vivacious nature, she was often seen speaking to employees from various divisions, and was always excited to take up a new opportunity. Once she became a leader, she continued to give employees freedom and flexibility even if it resulted in deficiencies on the work front like missed deadlines or low quality. Judy's initial weeks as a leader were full of confusion among her team members, but many felt that the situation would come under control. When things did not improve in the next two months and many complaints poured in from clients, the management realized that Judy was not the best candidate to lead the team. Which of the following, if true, would best explain this outcome?

- A) Judy was a high-performing employee and enjoyed good relationships with everyone on the team.
- B) Everyone felt Judy was given insufficient time to prove her worth as a leader.
- C) Research has shown that traits can predict the emergence of a leader, but not his/her efficiency as a leader.
- D) The client complaints were a common thing encountered by the company.
- E) Judy demonstrated low levels of consideration and high levels of task-orientation.

Answer: C

Explanation: C) The fact that Judy was a high-performing employee and enjoyed good relationships with everyone on the team does not explain this outcome. The fact that everyone felt that Judy was given insufficient time to prove her worth as a leader does not explain this outcome. The fact that research has shown that traits can predict the emergence of a leader, but not his/her efficiency as a leader does explain this outcome. Traits are more accurate in predicting the emergence of leaders and the appearance of leadership than actually distinguishing between effective and ineffective leaders. The fact that client complaints were a common thing encountered by the company does not explain Judy's failure as a leader. The fact that Judy demonstrated low levels of consideration and high levels of task-orientation as a leader does not explain her failure in leading the team.

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LO: 2

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Summarize the major theories of and approaches to leadership

9) The Ohio State Studies narrowed the independent dimensions of leader behavior to two that substantially accounted for most of the leadership behavior described by employees: consideration and _____.

- A) employee-orientation
- B) empathy
- C) constructing vision
- D) initiating structure
- E) charisma

Answer: D

Explanation: D) Seeking to identify independent dimensions of leader behavior, the Ohio State Studies determined that two dimensions accounted for most effective leadership behavior: initiating structure and consideration. Initiating structure is the extent to which leaders are likely to define and structure their roles and those of their employees in the search for goal attainment. Consideration is the extent to which a leader's job relationships are characterized by mutual trust, respect for employees' ideas, and regard for their feelings.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

10) In the context of behavioral dimensions of leadership identified in the Ohio State Studies, initiating structure refers to the extent to which _____.

A) a person's job relationships are characterized by mutual trust, respect for employees' ideas, and regard for their feelings

B) a leader engages in participative management

C) a leader is accepting of and respects individual differences among various team members

D) a leader is likely to define and organize his or her role and those of employees in the search for goal attainment

E) a leader initiates efforts to communicate personally with employees

Answer: D

Explanation: D) As a behavioral dimension of leaders, initiating structure is the extent to which a leader is likely to define and structure his or her role and those of employees in the search for goal attainment.

It includes behavior that attempts to organize work, work relationships, and goals.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

11) Adrian Atwood, a senior manager at MNC, spends a lot of his time assigning group members to particular tasks and scheduling their work such that deadlines are achievable. Adrian also sets high expectations for standards of performance, and holds regular meetings to ensure that productivity and quality are up to the mark. In the light of the Ohio State Studies, this indicates that Adrian, as a leader, is _____.

A) low in task orientation

B) high in consideration

C) relationship oriented

D) employee oriented

E) high in initiating structure

Answer: E

Explanation: E) Initiating structure is the extent to which a leader is likely to define and structure his or her role and those of employees in the search for goal attainment. It includes behavior that attempts to organize work, work relationships, and goals. A leader high in initiating structure is someone who "assigns group members to particular tasks," "expects workers to maintain definite standards of performance," and "emphasizes the meeting of deadlines."

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LO: 3

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

12) In the context of behavioral dimensions of leadership identified in the Ohio State Studies, _____ is the extent to which a person's job relationships are characterized by mutual trust, respect for employees' ideas, and regard for their feelings.

- A) consideration
- B) transaction
- C) authentication
- D) task orientation
- E) identification

Answer: A

Explanation: A) In the context of behavioral dimensions of leadership identified in the Ohio State Studies, consideration is the extent to which a person's job relationships are characterized by mutual trust, respect for employees' ideas, and regard for their feelings.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

13) Nellie Fritz, the head of client support services at Olson Inc., is very popular among her subordinates. Many believe that Nellie has a knack for getting the work done without making the employees feel pushed into a corner. She is often seen speaking to her subordinates and support staff about their families, helping them with any personal problems they have, and praising employees for their good work. In light of the Ohio State Studies, this indicates that Nellie, as a leader, is _____.

- A) task oriented
- B) high in consideration
- C) low in trust propensity
- D) low in relationship orientation
- E) production oriented

Answer: B

Explanation: B) Consideration is the extent to which a person's job relationships are characterized by mutual trust, respect for employees' ideas, and regard for their feelings. A leader high in consideration helps employees with personal problems, is friendly and approachable, treats all employees as equals, and expresses appreciation and support.

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LO: 3

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

14) The two dimensions of leadership behavior identified in the University of Michigan studies are _____.

- A) absolute leadership and contingency leadership
- B) transformational leaders and authentic leaders
- C) employee-oriented leaders and production-oriented leaders
- D) initiating structure and consideration
- E) initiation and completion

Answer: C

Explanation: C) Leadership studies at the University of Michigan's Survey Research Center located behavioral characteristics of leaders that appeared related to performance effectiveness: the employee-oriented leader and the production-oriented leader. The employee-oriented leader emphasized interpersonal relationships by taking a personal interest in the needs of employees and accepting individual differences among them; the production-oriented leader emphasized the technical or task aspects of the job — concern focused on accomplishing the group's tasks.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

15) The University of Michigan studies define a(n) _____ leader as one who takes a personal interest in the needs of his/her subordinates.

- A) contingency
- B) task-oriented
- C) employee-oriented
- D) production-oriented
- E) structure initiating

Answer: C

Explanation: C) According to the behavioral dimensions of leaders identified by the University of Michigan's Survey Research Center, the employee-oriented leader emphasized interpersonal relationships by taking a personal interest in the needs of employees and accepting individual differences among them.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

16) If a leader's main concern is accomplishing his/her group's tasks, the University of Michigan studies label this leader _____.

- A) employee-oriented
- B) high in consideration
- C) relationship-oriented
- D) low in initiating structure
- E) production-oriented

Answer: E

Explanation: E) According to the behavioral dimensions identified by the University of Michigan's Survey Research Center, the production-oriented leader emphasized the technical or task aspects of the job, his main concern being accomplishing the group's tasks.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

17) Norman has been working in the sales division for a large manufacturing company for four months. In this short period of time, Norman has learned that Mr. Hill, his manager, keeps increasing monthly targets significantly, and though each time the target appears unrealistic, Norman has been able to achieve them throughout the last four months. Mr. Lee's approach of leading his employees to work more efficiently by setting successively higher targets is an example of his _____ leadership.

- A) employee-oriented
- B) consideration-based
- C) person-oriented
- D) production-oriented
- E) support-oriented

Answer: D

Explanation: D) The production-oriented leader emphasizes the technical or task aspects of the job, focusing on accomplishing the group's tasks. Mr. Hill is a production-oriented leader.

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LO: 3

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

18) Maurice Harper is a friendly and warm manager who starts her day at work by personally greeting her colleagues and subordinates. Maurice is often seen listening sincerely to employees' concerns and problems. She takes the initiative to hold programs to renew and improve the skills of current employees. Most of her employees know that she is accessible for help and information at all times. Maurice is a(n) _____ leader.

- A) achievement-oriented
- B) transaction-oriented
- C) employee-oriented
- D) production-oriented
- E) task-oriented

Answer: C

Explanation: C) According to the behavioral dimensions of leaders identified by the University of Michigan's Survey Research Center, the employee-oriented leader emphasized interpersonal relationships by taking a personal interest in the needs of employees and accepting individual differences among them.

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LO: 3

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

19) Contingency theories focus on the _____ that impact leadership success.

- A) personality variables
- B) leader's abilities to inspire and transform followers
- C) situational variables
- D) values and ethics
- E) features of the followers

Answer: C

Explanation: C) Numerous studies have shown that predicting leadership success is more complex than isolating a few traits or behaviors, since leadership styles that are effective in very bad times or in very good times do not necessarily translate into long-term success. This idea led researchers to change their focus from trait and behavior theories to situational influences on leadership styles, or contingency theories.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

20) Which of the following theories of leadership is based on situational variables?

- A) attribution theory
- B) trait theories
- C) charismatic leadership theory
- D) path-goal theory
- E) behavioral theories

Answer: D

Explanation: D) Numerous studies have shown that predicting leadership success is more complex than isolating a few traits or behaviors, since leadership styles that are effective in very bad times or in very good times do not necessarily translate into long-term success. This idea led researchers to change their focus from trait and behavior theories to situational influences on leadership styles, or contingency theories. The path-goal theory is one of the contingency theories.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

21) The least preferred co-worker (LPC) questionnaire is used to measure whether _____.

- A) the followers are able and willing
- B) a leader is task or relationship-oriented
- C) the members are in the in-group or out-group
- D) employees prefer servant leadership over situational leadership
- E) the leader is high on the dimension of conscientiousness

Answer: B

Explanation: B) Fiedler believes a key factor in leadership success is the individual's basic leadership style. He created the least preferred co-worker (LPC) questionnaire to identify that style by measuring whether a person is task or relationship oriented.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

22) Dora Lee has just completed and scored the LPC questionnaire given to her during an evaluation exercise. She is surprised when she finds out that she described her least preferred co-worker in relatively positive terms because she recalls being particularly annoyed by this difficult co-worker several times in the past. Based on your understanding of Fiedler's model, you explain to Dora that her LPC score makes sense within the model because _____.

- A) Dora tends to become very dominating when given ambiguous tasks
- B) Dora is usually much more focused on productivity than on developing relationships
- C) Dora tends in general to focus on building good relationships with the other employees
- D) Dora has a spotty work history and has tended to switch jobs every couple of years
- E) Dora is usually chosen for positions of high responsibility within your organization

Answer: C

Explanation: C) If you describe the person you are least able to work with in favorable terms (a high LPC score), Fiedler would label you relationship oriented. In contrast, if you see your least preferred co-worker in relatively unfavorable terms (a low LPC score), you are primarily interested in productivity and are task oriented.

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LO: 4

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

23) Fiedler's contingency leadership model assumes that _____.

- A) an individual's leadership style is essentially fixed
- B) an individual is constantly striving to develop a more productive style
- C) an individual's leadership is primarily determined by the the features of the followers
- D) an individual's leadership style can be altered much like his/her personality traits
- E) an individual's leadership style must be task oriented to be effective

Answer: A

Explanation: A) Fiedler assumes an individual's leadership style is fixed. This means if a situation requires a task-oriented leader, and the person in the leadership position is relationship oriented, either the situation has to be modified or the leader has to be replaced to achieve optimal effectiveness.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

24) Fiedler defines the degree of confidence, trust, and respect that subordinates have in their leader as _____.

- A) leader-member relations
- B) task structure
- C) positional power
- D) follower variables
- E) path-goal frameworks

Answer: A

Explanation: A) Fiedler identified three contingency or situational dimensions to leadership success, including leader-member relations, task structure, and position power. Leader-member relations is the degree of confidence, trust, and respect members have in their leader.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

25) Trevor Guerney is a manager who believes that those who are to be affected by a change must be involved in the change. Consequently, he always ensures that his subordinates have the knowledge of what is happening around them and he often holds meetings to obtain employee opinion and suggestions before making any decision that would apply to them. Similarly, Trevor's team proactively approaches him with problems and potential solutions as they know he will not respond by criticizing them. From the information provided in the scenario we can say that _____.

- A) Trevor's leadership is primarily task-oriented
- B) Trevor's team has a low degree of trust propensity
- C) Trevor's team requires more directive leadership
- D) Trevor's team has positive leader-member relations
- E) Trevor's team is unsatisfied with his power position

Answer: D

Explanation: D) Fiedler identified three contingency or situational dimensions to leadership success, including leader-member relations, task structure, and position power. Leader-member relations is the degree of confidence, trust, and respect members have in their leader.

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LO: 4

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

26) Which of the following situational dimensions identified by Fiedler relates to the degree to which job assignments are procedurized, that is, structured or unstructured?

- A) task reflexivity
- B) task significance
- C) task structure
- D) task complexity
- E) task orientation

Answer: C

Explanation: C) Fiedler identified three contingency or situational dimensions in which certain types of leaders might excel or fail, including leader-member relations, task structure, and position power. Task structure is the degree to which job assignments are procedurized (that is, structured or unstructured). Leaders who are task-oriented, Fiedler proposes, perform best when the situation is very favorable or very unfavorable.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

27) In the context of Fiedler's model, the situational dimension termed _____ relates to the degree of influence a leader has over important variables such as hiring, firing, discipline, promotions, and salary increases.

- A) task structure
- B) leader-member exchange
- C) position power
- D) initiating structure
- E) leader-member relations

Answer: C

Explanation: C) In the context of Fiedler's model, the situational dimension termed position power relates to the degree of influence a leader has over power variables such as hiring, firing, discipline, promotions, and salary increases.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

28) According to the Fiedler contingency model, high managerial control is characterized by _____.

- A) high task structure, good leader-member relations, and strong position power
- B) limited position power, good leader-member relations, and low task structure
- C) less structured jobs, strong position power, and moderate leader-member relations
- D) broad employee responsibilities, low position power, and moderate leader-member relations
- E) good leader-member relations, low position power, unstructured jobs

Answer: A

Explanation: A) The Fiedler contingency model proposes that effective group performance depends on the proper match between the leader's style and the degree to which the situation gives the leader control. Fiedler states that the better the leader-member relations, the more highly structured the job, and the stronger the position power, the more control the leader has.

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LO: 4

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

29) Which of the following theoretical approaches in the study of leadership focuses on followers' readiness as a determinant of effective leadership?

- A) Big Five personality model
- B) behavioral theories
- C) Fiedler contingency model
- D) laissez-faire leadership
- E) situational leadership theory

Answer: E

Explanation: E) Situational leadership theory (SLT) focuses on the followers. It says successful leadership depends on selecting the right leadership style contingent on the followers' readiness, or the extent to which they are willing and able to accomplish a specific task.

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LO: 4

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

30) According to the situational leadership theory, if followers are unable and unwilling to do a task, then a leader needs to _____.

- A) follow a supportive style
- B) engage in participative leadership
- C) refrain from providing too many inputs
- D) display high task and relationship orientation
- E) demonstrate high task and low relationship orientation

Answer: D

Explanation: D) If followers are unable and unwilling, the leader needs to display high task orientation to compensate for followers' lack of ability and high relationship orientation to get them to commit to the leader's desires.

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LO: 4

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

31) According to the situational leadership theory, if employees are unwilling and unable, the appropriate leadership style in this situation would be _____.

- A) participative
- B) democratic
- C) person-oriented
- D) directive
- E) supportive

Answer: D

Explanation: D) According to the situational leadership theory, if employees are unwilling and unable, the appropriate leadership style in this situation would be directive.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

32) According to the situational leadership theory, a follower with the desired ability and willingness is likely to be _____.

- A) lacking in the area of motivation
- B) deficient in the specific skills required
- C) comfortable in his ability to do the job well
- D) highly skilled in relevant areas but low on experience
- E) in need of leadership that is highly task oriented

Answer: C

Explanation: C) If followers are able and unwilling, the leader needs to use a supportive and participative style; if they are both able and willing, the leader does not need to do much.

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LO: 4

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

33) Maura Ruiz has been working in the e-learning industry for over eight years. She is aware of the fact that in this industry, once an employee has learned his job, the work becomes fairly automatic and competence can be achieved rapidly. She has been noticing how in her team, this competence has come along with a lot of complacency; the employees, though able, are unwilling to work hard. According to the situational leadership theory, to rectify this situation, Maura would benefit the most if she uses the _____ style of leadership.

- A) task-oriented
- B) production-oriented
- C) participative
- D) directive
- E) autocratic

Answer: C

Explanation: C) If followers are able and unwilling, the leader needs to use a supportive and participative style.

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LO: 4

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

34) Which of the following statements is true with regard to the path-goal theory of leadership?

- A) The theory considers leadership to be a set of attributes ascribed to leaders by followers.
- B) The theory proposes only a passive and supportive role for leaders.
- C) The theory considers removing obstacles to be a component of effective leadership.
- D) The theory proposes that leaders must work closely with followers throughout.
- E) The path-goal theory represents a laissez-faire approach to leadership.

Answer: C

Explanation: C) The theory proposes that the leader's job is to provide followers with the information, support, or other resources necessary to achieve their goals. The term "path-goal" implies effective leaders clarify followers' paths to their work goals and make the journey easier by reducing roadblocks.

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Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

35) George is a project leader at NSys for five years. George's job description involves scheduling work for his team, coordinating their work with that of the other departments, and providing feedback.

George, who has successfully led this team, believes that it is his task-oriented and directive approach that has helped him in the last five years. Which of the following, if true, would weaken his argument supporting a directive leadership?

- A) The members of the team are resentful with George's directives relating to work.
- B) George has seen that employees in his team lack initiative and motivation to work hard.
- C) The team's workload is expected to rise substantially as the company is growing at an unprecedented rate.
- D) George's team is organized as a wheel network and depends on his ability to coordinate amongst members of the team and between other departments.
- E) NSys hires only highly qualified and experienced employees.

Answer: E

Explanation: E) The fact that the members of the team are resentful with George's directives relating to work does not strengthen or weaken his approach to leadership. The fact that George has seen that employees in his team lack initiative and motivation to work strengthens his argument for using a directive approach to leadership. The fact that the team's workload is expected to rise substantially as the company is growing at an unprecedented rate also strengthens his argument for using a directive approach to leadership. The fact that George's team is organized as a wheel network and depends on his ability to coordinate amongst members of the team and between other departments does not weaken his current approach to leadership. The fact that NSys hires only highly qualified and experienced employees does weaken his approach as directive leadership is likely to be perceived as redundant among employees with high ability or considerable experience.

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LO: 4

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Summarize the major theories of and approaches to leadership

36) Leslie is a middle-level production manager at the California branch of ALT Corp. ALT Corp. is an automobile manufacturing company that specializes in the manufacture of heavy motor vehicles. Leslie's job is to supervise his assembly line employees. Leslie has worked in this position for over four years and he strongly believes that a supportive leadership style is most suitable in his context. Which of the following, if true, would strengthen Leslie's approach to leadership in this case?

- A) The company has recently announced its move to diversify into manufacturing light motor vehicles because of high profitability in that line.
- B) Most of the assembly line employees were highly experienced in their jobs and committed to Leslie.
- C) With developments in technology, the company was enhancing the role of assembly line employees with new tasks combined into natural work units.
- D) The company had initiated many changes in the tasks of assembly line workers in its attempts to refine the process of manufacturing.
- E) A good proportion of the assembly line employees were new employees.

Answer: B

Explanation: B) The fact that the company recently announced its move to diversify into manufacturing light motor vehicles does not strengthen Leslie's approach to leadership. The fact that most of the assembly line employees were highly experienced in their jobs and committed to Leslie does strengthen Leslie's approach to leadership as the employees were performing structured tasks. The fact that the company was enhancing the role of assembly line employees with new tasks does not strengthen Leslie's approach to leadership. The fact that the company had initiated many changes in the tasks of assembly line workers in its attempts to refine the process of manufacturing weakens Leslie's argument. The fact that a good proportion of the assembly line employees were new employees weakens Leslie's argument.

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AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Summarize the major theories of and approaches to leadership

37) Leslie is a middle-level production manager at the California branch of ALT Corp. ALT Corp. is an automobile manufacturing company that specializes in the manufacture of heavy motor vehicles. Leslie's job is to supervise his assembly line employees. Leslie has worked in this position for over four years and he strongly believes that a supportive leadership style is most suitable in his context. Which of the following, if true, would weaken Leslie's approach to leadership in this case?

- A) The company is planning to lay off some employees in the near future.
- B) The company has stopped the production of most of its older models as it wants to focus on the most profitable models.
- C) The assembly line jobs are routine and highly structured by nature.
- D) The recent round of OSHA inspections revealed that many assembly line employees were not complying with stipulated safety measures.
- E) The company's workforce is comprised primarily of employees of the baby boomer generation.

Answer: D

Explanation: D) The fact that the company is planning to lay off some employees in the near future does not weaken Leslie's supportive approach to leadership. The fact that the company has stopped the production of most of its older models as it wants to focus on the most profitable models does not weaken Leslie's supportive approach to leadership; it may strengthen his approach as the employees, being familiar with the process for assembling these models would require less directions and supervision. The fact that assembly line jobs are routine and highly structured by nature strengthens Leslie's supportive approach to leadership. The fact that the recent round of OSHA inspections revealed that many assembly line employees were not complying with stipulated safety measures weakens Leslie's supportive approach. This is because the assembly line employees seem to require someone who would ensure their compliance with safety regulations. The fact that the company's workforce is comprised primarily of employees of the baby boomer generation strengthens Leslie's approach as this generation of employees would be highly experienced in their jobs.

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LO: 4

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Summarize the major theories of and approaches to leadership

38) Max Hiller was recently hired by Sync, a consumer goods company. During his first meeting with the sales team, Max impressed upon his team that work performance is the only criterion he would use to evaluate them. To help them perform well and meet their targets, he pushed his team to work extra hours. He also gave very clear instructions to each member regarding their job responsibilities and continually verified if they were meeting their targets. Which of the following, if true, would weaken Max's approach?

- A) Max is leading many new employees who have joined his team directly after training.
- B) Max's team functions in a sluggish manner and picks up pace only a week or so before the monthly operations cycle meetings.
- C) Max's sales team is comprised of independent and experienced employees who are committed to their jobs.
- D) Max's team does not display high levels of cohesiveness and members fail to coordinate with each other.
- E) Sales figures for the region that Max's team is responsible for have improved in the last quarter.

Answer: C

Explanation: C) The fact that Max is leading many new employees who have joined his team directly after training strengthens his directive approach. The fact that Max's team functions in a sluggish manner and picks up pace only a week or so before the monthly operations cycle meetings also strengthens his directive approach. The fact that Max's sales team is comprised of independent and experienced employees who are committed to their jobs weakens his directive approach in leading them. This is because directive leadership is likely to be perceived as redundant among employees with high ability or considerable experience. The fact that Max's team does not display high levels of cohesiveness and members fail to coordinate with each other shows that the team requires a directive leader. The fact that sales figures for the region that Max's team is responsible for have improved in the last quarter does not strengthen or weaken Max's approach as he has been hired only recently and the rise in revenue for this region could be attributed to many other factors.

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LO: 4

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Summarize the major theories of and approaches to leadership

39) The leader-participation model focuses on _____.

- A) the personality traits of leaders
- B) the presence of charisma in the leader
- C) the way decisions are made by the leader
- D) the mere projection of successful leadership by the leader
- E) the use of in-groups by the leader

Answer: C

Explanation: C) The leader-participation model argues that the way the leader makes decisions is as important as what she or he decides. Victor Vroom and Phillip Yetton's leader-participation model relates leadership behavior and participation in decision making.

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LO: 4

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

40) Which of the following leadership theories argues that because of time pressures, leaders establish a special relationship with a small group of their subordinates — the in-group, who are trusted, get a disproportionate amount of the leader's attention, and are more likely to receive special privileges?

- A) situational leadership theory
- B) leader-member exchange
- C) path-goal
- D) expectancy
- E) Fiedler's theory

Answer: B

Explanation: B) Leader-member exchange (LMX) theory proposes that, because of time pressures, leaders establish a special relationship with a small group of their followers. These individuals make up the in-group. Members of the in-group are trusted, get a disproportionate amount of the leader's attention, and are more likely to receive special privileges. Other followers fall into the out-group.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

41) According to the LMX theory, a leader implicitly categorizes followers as "in" or "out" _____.

- A) after careful performance analysis
- B) on a temporary basis
- C) early in the interaction
- D) because of political pressure
- E) only after several months of working together

Answer: C

Explanation: C) The LMX theory proposes that early in the history of the interaction between a leader and a given follower, the leader implicitly categorizes the follower as an "in" or an "out," and that relationship is relatively stable over time.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

42) In her first few weeks at the marketing division of Rolland Retails, Judith Cox realized that Joshua, Doug, and Carl were closer to her manager, Eric Scott, than the other five team members. Eric, Joshua, Doug, and Carl came to work at the same time, were seen together at the cafeteria, and stayed late and worked when the need arose. In contrast to them, the other five team members did the routine jobs assigned to them and their interactions lacked the understanding and camaraderie that Eric shared with the others. Joshua, Doug, and Carl make up Eric's _____.

- A) out-group
- B) reference group
- C) nominal group
- D) in-group
- E) peripheral group

Answer: D

Explanation: D) Leader-member exchange (LMX) theory argues that, because of time pressures, leaders establish a special relationship with a small group of their followers. These individuals make up the in-group; they are trusted, get a disproportionate amount of the leader's attention, and are more likely to receive special privileges. Other followers fall into the out-group.

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LO: 4

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

43) In her first few weeks at the marketing division of Rolland Retails, Judith Cox realized that Joshua, Doug, and Carl were closer to her manager, Eric Scott, than the other five team members. Eric, Joshua, Doug, and Carl came to work at the same time, were seen together at the cafeteria, and stayed late and worked when the need arose. While Judith was in training, she received very good feedback from Eric and as she transitioned to the floor, she felt that Eric was giving her interesting projects, allowing her more freedom, and seeking her opinion frequently. The information provided in the scenario supports the prediction that _____.

- A) Judith will develop low trust propensity toward Eric.
- B) Joshua, Doug, and Carl will display low trust propensity in Judith.
- C) Eric's in-group will remain a reference group for Judith permanently.
- D) Judith will become a part of Eric's in-group in the marketing division.
- E) Judith will have lower levels of identification-based trust with Eric when compared to other trainees.

Answer: D

Explanation: D) Leader-member exchange (LMX) theory argues that, because of time pressures, leaders establish a special relationship with a small group of their followers. These individuals make up the in-group and they are trusted, get a disproportionate amount of the leader's attention, and are more likely to receive special privileges. Other followers fall into the out-group.

Page Ref: 377

LO: 4

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

44) Which theory of leadership proposes that followers attribute heroic or extraordinary leadership abilities when they observe certain behaviors?

- A) situational leadership theory
- B) path-goal leadership theory
- C) transactional leadership theory
- D) behavioral leadership theory
- E) charismatic leadership theory

Answer: E

Explanation: E) According to House's charismatic leadership theory, followers attribute heroic or extraordinary leadership abilities when they observe certain behaviors. A number of studies have attempted to identify the characteristics of charismatic leaders: they have a vision, they are willing to take personal risks to achieve that vision, they are sensitive to follower needs, and they exhibit extraordinary behaviors.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

45) According to evidence, what is the first step a charismatic leader takes to influence followers?

- A) developing a formal vision statement
- B) engaging in emotion-inducing and often unconventional behavior
- C) setting an example for followers through actions and words
- D) articulating an appealing vision
- E) communicating high performance expectations

Answer: D

Explanation: D) Evidence suggests that charismatic leaders follow a four-step process to influence followers. This process begins with articulating an appealing vision, a long-term strategy for attaining a goal by linking the present with a better future for the organization. Desirable visions fit the times and circumstances and reflect the uniqueness of the organization.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

46) A long-term strategy for attaining a goal by linking the present with a better future for the organization is defined as a(n) _____.

- A) transaction
- B) attribution
- C) contingent plan
- D) vision
- E) substitution

Answer: D

Explanation: D) A long-term strategy for attaining a goal by linking the present with a better future for the organization is defined as a vision.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

47) The third step in the process of charismatic leadership involves _____.

A) the leader conceptualizing a long-term strategy for attaining a goal by linking the present with a better future for the organization

B) the leader conveying a new set of values and setting an example for followers to imitate

C) the charismatic leader engaging in emotion-inducing behaviors to ensure that employee commitment is generated

D) the leader using unconventional behavior to demonstrate courage and conviction about the vision

E) the leader providing a formal articulation of an organization's vision or mission to guide his followers

Answer: B

Explanation: B) Once the vision and the vision statement are established, the leader, through his words and actions, conveys a new set of values and sets an example for followers to imitate. This is the function of the third step.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

48) Leaders who function primarily by clarifying role and task requirements to accomplish established goals exhibit a(n) _____ style of leadership.

A) transformational

B) transactional

C) charismatic

D) laissez-faire

E) employee-oriented

Answer: B

Explanation: B) Recent studies, including the Ohio State Studies, Fiedler's model, and path-goal theory, have focused on the differences between transformational leaders and transactional leaders. In contrast to transformational leaders who inspire their followers to transcend their self-interests for the good of the organization, transactional leaders encourage their followers to achieve goals by defining specific goals and task requirements.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

49) A transactional leader is likely to _____.

- A) reward employees for the work that they have done, thus recognizing accomplishments
- B) help followers trust the leader and develop a loyalty toward the common vision
- C) stimulate others in the organization to become thinkers of what the organization is all about
- D) pay attention to the emotional needs of others and consider individual differences
- E) avoid authoritarian, command, and control behaviors when dealing with employees

Answer: A

Explanation: A) A transactional leader is likely to reward employees for the work that they have done, thus recognizing accomplishments.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

50) Which of the following scenarios reflects a transactional approach to leadership?

- A) Samuel Perez has been running a small automobile service agency with a set of employees that he hired and trained over a decade ago. Though the business is mediocre and profit margins are not substantial, the employees work well as a team because each of them treats the other as equal, just like Samuel himself does.
- B) Carol Turner began V Care, a non-profit organization, with the purpose of battling various forms of abuse. As the organization grew, she took care to hire employees who felt the same kind of sensitivity she felt for victims of abuse. Today, she openly proclaims that the organization that she started is successful because every single employee shares and understands what the organization is aiming for.
- C) When new projects come, it is a time of excitement for the content production team of Impact, an advertising agency. Lori Wood, the department head, begins a project meeting by having her whole team envision what the final product of this campaign must aim at. She then sets progressively higher standards for the team and clarifies what each member of the team stands to gain if the project is a success. In allocating roles and tasks, she often incorporates the needs and preferences of her team members.
- D) Wayne Torres believes that setting targets, monitoring employee performance, and correcting defaulting employees are his tried and tested ways to accomplish tasks. He rewards employees who do well and match his predetermined expectations and recognizes accomplishments that he values. His team, however, has not grown substantially and seems to be at a functional status quo.
- E) Glenn Cruzz works at Leverage as a senior consultant. She ensures that her team of consultants has a framework of flexible tools and skills to help clients who come their way with diversity and inclusion issues. Through audits, research, and workshops, her team is encouraged to come up with unconventional solutions that help clients establish and leverage its employee diversity.

Answer: B

Explanation: B) Transactional leaders set goals for their employees and define roles and expectations. Unlike transformational leaders, however, transactional leaders are unlikely to motivate their employees to exceed expectations or go beyond the call of duty.

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LO: 5

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

51) _____ leaders inspire followers to transcend their self-interests for the good of the organization and can have an extraordinary effect on their followers.

- A) Transformational
- B) Transactional
- C) Task oriented
- D) Laissez-faire
- E) Production-oriented

Answer: A

Explanation: A) Transformational leaders can have an extraordinary effect on their followers, inspiring them toward selfless goals that benefit the larger organization. These types of leaders inspire their followers by paying attention to their concerns, helping them rethink old problems in new ways, and encouraging them to achieve goals as a group.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

52) Cooper Mills is a company that accomplished one of the greatest success stories of our time. The company which began in the garage of its current CEO, Kyle Cooper, went on to become one of the largest producers of textiles in the country. The company has now diversified successfully into other product lines. A group of researchers is now undertaking a study on Cooper Mills as an organization led by a transformational leader. Which of the following, if true, would most support the conclusion that Kyle Cooper is a transformational leader?

- A) The management follows Kyle's principle of avoiding risks and conducting business conservatively.
- B) Cooper Mills' goals tend to be very ambitious and to hold personal value for employees.
- C) Cooper Mills has a centralized decision-making structure.
- D) Cooper Mills' performance has held at average levels for the past three years.
- E) Cooper Mills' compensation plans are designed to reward short-term results.

Answer: B

Explanation: B) In companies with transformational leaders, followers are more likely to pursue ambitious goals, agree on the strategic goals of the organization, and believe the goals they are pursuing are personally important. There is greater decentralization of responsibility, managers have more propensity to take risks, and compensation plans are geared toward long-term results. All these factors result in superior organizational performance.

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LO: 5

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

53) Transformational leaders enhance performance of employees by _____.

- A) restricting creativity among employees
- B) focusing on short-term goals for employees
- C) building consensus among employees
- D) establishing goals, roles, and requirements
- E) abdicating all responsibility to employees

Answer: C

Explanation: C) Companies with transformational leaders also show greater agreement among top managers about the organization's goals, which yields superior organizational performance that transformational leaders improve performance by building consensus among group members.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

54) In terms of the full range of leadership models, which leadership behavior is the least effective?

- A) management by exception (active)
- B) contingent reward
- C) management by exception (passive)
- D) individualized consideration
- E) laissez-faire

Answer: E

Explanation: E) According to the full range of leadership models, laissez-faire is the most passive and therefore least effective of leader behaviors. Management by exception — active or passive — is slightly better than laissez-faire.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

55) Which of the following leadership behaviors is likely to differentiate between transactional and transformational leaders?

- A) management by exception (active and passive)
- B) contingent reward
- C) individualized consideration
- D) micromanagement
- E) laissez-faire

Answer: C

Explanation: C) According to the full range of leadership models, leadership behaviors including laissez-faire, management by exception (active or passive), and contingent reward will not get employees to go above and beyond the call of duty. Only with the four styles of transformational leadership — individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence — are leaders able to motivate followers to perform above expectations and transcend their self-interest for the sake of the organization.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

56) In terms of the full range of leadership models, which leadership behavior represents the most active and effective approach for leaders?

- A) contingent reward
- B) idealized influence
- C) management by exception (active)
- D) individualized consideration
- E) laissez-faire

Answer: B

Explanation: B) According to the full range of leadership models, idealized influence, wherein a leader provides vision, establishes a sense of mission, and instills pride is the most active and effective leadership behavior. By doing so, the leader gains respect and trust.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

57) The primary quality produced by authentic leadership is _____.

- A) efficiency
- B) reinforcement
- C) supervision
- D) trust
- E) authority

Answer: D

Explanation: D) Authentic leaders know who they are, know what they believe in and value, and act on those values and beliefs openly and candidly. Their followers consider them ethical people. The primary quality produced by authentic leadership, therefore, is trust.

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LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

- 58) Which of the following is a feature of servant leadership?
- A) pursuit of the leaders' self-interest
 - B) use of power and authority to achieve organizational ends
 - C) universal appeal and effectiveness across cultures
 - D) focus on growth, development, and well-being of followers
 - E) applicability restricted to the leader's in-group

Answer: D

Explanation: D) Servant leaders go beyond their own self-interest and focus on opportunities to help followers grow and develop. They do not use power to achieve ends; they emphasize persuasion. Characteristic behaviors include listening, empathizing, persuading, accepting stewardship, and actively developing followers' potential.

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LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

- 59) Servant leadership reflects the _____.
- A) traditional view that followers are expected to serve the leaders
 - B) task-oriented approach to leadership
 - C) use of empathy, listening and persuasion by leaders
 - D) Western prototype of a leader who gives orders to followers
 - E) tendency of leaders to prioritize their interests over the interests of their employees

Answer: C

Explanation: C) Servant leaders go beyond their own self-interest and focus on opportunities to help followers grow and develop. They do not use power to achieve ends; they emphasize persuasion. Characteristic behaviors include listening, empathizing, persuading, accepting stewardship, and actively developing followers' potential.

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LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

- 60) _____ is defined as a psychological state that exists when you agree to make yourself vulnerable to another because you have positive expectations about how things are going to turn out.
- A) Consideration
 - B) Trust
 - C) Support
 - D) Empathy
 - E) Respect

Answer: B

Explanation: B) Trust is a psychological state that exists when you agree to make yourself vulnerable to another because you have positive expectations about how things are going to turn out. Even though you aren't completely in control of the situation, you are willing to take a chance that the other person will come through for you.

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LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

61) _____ is a dimension of trust defined as honesty, truthfulness, and the ability to display consistency between one's words and action.

A) Consideration

B) Sensitivity

C) Support

D) Reflexivity

E) Integrity

Answer: E

Explanation: E) Integrity refers to honesty and truthfulness. It is the most critical characteristic in assessing another's trustworthiness. Integrity also means having consistency between what you do and say.

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LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

62) Which of the following dimensions of trust is defined as an individual's technical and interpersonal knowledge and skills?

A) integrity

B) ability

C) propensity

D) reflexivity

E) complexity

Answer: B

Explanation: B) Ability encompasses an individual's technical and interpersonal knowledge and skills.

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LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

63) The CEO of Xenon Solutions recently cancelled numerous leave requests and asked several employees to put in extra days of work as the company was slated to meet several deadlines in the immediate future. In addition, he also assured that those who work this extra bit will be given their due leaves and additional incentives once the time crisis had passed. Following this announcement, Joan and Shane were overheard speaking in the cafeteria. Shane was resentful that his holiday plans were disrupted and he was sure that the management would ultimately not provide any of the leaves and incentives it promised. Joan, however, said that she was sure that their CEO had a valid reason behind making such a request and that if they put in the extra effort, they would be rewarded suitably. From the information provided in the scenario, which of the following statements can be inferred?

- A) Shane has a high degree of empathy.
- B) The leader-member relations between Shane and the CEO are the same as that between Joan and the CEO.
- C) Joan has a high degree of trust propensity.
- D) Shane has a high degree of identification-based trust in the CEO.
- E) Shane is one of the members of the CEO's in-groups.

Answer: C

Explanation: C) Trust propensity refers to how likely a particular employee is to trust a leader. Some people are simply more likely to believe others can be trusted. In this scenario, Joan reflects a high degree of trust propensity and feels that her CEO's words and actions can be trusted.

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LO: 6

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

64) A(n) _____ is a senior employee who sponsors and supports a less-experienced employee, a protégé.

- A) intern
- B) subordinate
- C) supervisee
- D) mentor
- E) apprentice

Answer: D

Explanation: D) A mentor is a senior employee who sponsors and supports a less-experienced employee, a protégé.

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LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

65) Which of the following is true with regard to mentorship?

- A) Mentoring only serves career-like functions related to occupational duties, promotions, and coaching.
- B) Informal mentoring programs inadvertently discriminated against minority groups.
- C) Mentors are discouraged from sharing any personal experiences with the mentee.
- D) Having a mentor is a strong predictor of better objective outcomes like compensation and job performance.
- E) Mentoring provides no significant psychological gains for either parties in the mentoring relationship.

Answer: B

Explanation: B) In the United States, upper managers in most organizations have traditionally been white males, and because mentors tend to select protégés similar to themselves in background, education, gender, race, ethnicity, and religion, minorities and women are less likely to be chosen.

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LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

66) According to the attribution theory of leadership, leadership is characterized by _____.

- A) the significant gains made in the mentoring relationship between the leader and follower
- B) the act of people ascribing qualities like intelligence or charisma to leaders
- C) the focus on the actual accomplishments and performance of the leader
- D) the impact of substitutes and neutralizers in enhancing the role of the leader
- E) the division of the group into in-group and out-group members based on the leader's preference

Answer: B

Explanation: B) The attribution theory of leadership says leadership is merely an attribution people make about other individuals. Thus we attribute to leaders intelligence, outgoing personality, strong verbal skills, aggressiveness, understanding, and industriousness. At the organizational level, we tend to see leaders, rightly or wrongly, as responsible for extremely negative or extremely positive performance.

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LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

67) According to the attribution theory of leadership, a person aiming to be a leader has to _____.

- A) gain sufficient experience to be a leader
- B) possess qualities like charisma and intelligence
- C) make changes on ground before leading people
- D) possess many significant actual accomplishments
- E) shape the perception that he/she could be a leader

Answer: E

Explanation: E) Attribution theory suggests what's important is projecting the appearance of being a leader rather than focusing on actual accomplishments. Leader-wannabes who can shape the perception that they're smart, personable, verbally adept, aggressive, hardworking, and consistent in their style can increase the probability their bosses, colleagues, and employees will view them as effective leaders.

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LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

68) The president of a small Asian country was hailed as a visionary and a genius when the nation's economy burgeoned during his first term in office. However, when the currency and the stock markets crashed during his government's second term, he was censured as arrogant, elitist, and shortsighted. Which of the following theoretical approaches is reflected here?

- A) trait theories
- B) behavioral theories
- C) path-goal theory
- D) servant leadership perspective
- E) attribution theory

Answer: E

Explanation: E) The attribution theory of leadership says leadership is merely an attribution people make about other individuals. Thus we attribute to leaders intelligence, outgoing personality, strong verbal skills, aggressiveness, understanding, and industriousness. At the organizational level, we tend to see leaders, rightly or wrongly, as responsible for extremely negative or extremely positive performance.

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LO: 8

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

69) Which of the following is a substitute for leadership?

- A) lack of experience
- B) training
- C) ambiguous task
- D) high need for supervision
- E) external feedback

Answer: B

Explanation: B) A theory of leadership suggests that in many situations, leaders' actions are irrelevant. Experience and training are among the substitutes that can replace the need for a leader's support or ability to create structure. Organizational characteristics such as explicit formalized goals, rigid rules and procedures, and cohesive work groups can also replace formal leadership.

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LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

70) Which of the following is true of substitutes?

- A) Substitutes are clearly distinguishable from neutralizers.
- B) Substitutes enhance the need for leader's support or ability to create structure.
- C) Substitutes increase the levels of identification-based trust.
- D) Substitutes are factors and conditions that replace formal leadership.
- E) Organizations cannot provide any substitutes for leadership.

Answer: D

Explanation: D) A theory of leadership suggests that in many situations, leaders' actions are irrelevant. Experience and training are among the substitutes that can replace the need for a leader's support or ability to create structure. Organizational characteristics such as explicit formalized goals, rigid rules and procedures, and cohesive work groups can also replace formal leadership.

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LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

71) The top management of Myers Corp are planning a reorganization of their company to cut costs and increase efficiency. The different department heads have been asked to present their departmental strengths, needs, and concerns at a meeting. The various division heads have come to an agreement that clarity of goals and tasks, detailed procedural guidelines like employee manuals, and a cooperative workforce are their main strengths. Additionally, they are of the opinion that cutting managerial positions to reduce costs and reorganizing Myers Corp as a relatively flat organization is a good approach. This scenario reflects the operation of _____ in replacing the support and ability offered by leaders.

A) vision

B) traits

C) attributes

D) substitutes

E) charisma

Answer: D

Explanation: D) One theory of leadership suggests that in many situations leaders' actions are irrelevant. Experience and training are among the substitutes that can replace the need for a leader's support or ability to create structure. Organizational characteristics such as explicit formalized goals, rigid rules and procedures, and cohesive work groups can also replace formal leadership.

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LO: 8

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

72) _____ make it impossible for leader behavior to make any difference to follower outcomes.

A) Catalysts

B) Mentors

C) Neutralizers

D) Hygiene factors

E) Vision and charisma

Answer: C

Explanation: C) Neutralizers make it impossible for leader behavior to make any difference to follower outcomes. Indifference to organizational rewards can neutralize the effects of leadership.

Page Ref: 394

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

73) Which of the following is a neutralizer?

- A) indifference to rewards
- B) experience and training
- C) explicit formalized rules
- D) cohesive work groups
- E) highly structured task

Answer: A

Explanation: A) Neutralizers make it impossible for leader behavior to make any difference to follower outcomes. Indifference to organizational rewards can neutralize the effects of leadership.

Page Ref: 394

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

74) Which of the following is true with regard to online leadership?

- A) Identification-based trust is easily established in the case of online leadership.
- B) Online negotiations are smoother as geographic mobility is not required.
- C) The demands of an online leader are the same as those experienced by a servant leader.
- D) For online leaders, writing skills are an extension of their interpersonal skills.
- E) For online leaders, substitutes and neutralizers have no effect.

Answer: D

Explanation: D) Good leadership skills will soon include the abilities to communicate support, trust, and inspiration through keyboarded words and accurately read emotions in others' messages. In electronic communication, writing skills are likely to become an extension of interpersonal skills.

Page Ref: 395

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

75) Lionel Tucker has been asked to lead a virtual team on a project with a tight time schedule. While allocating the project to him, his manager impressed upon him the need to complete this project successfully and in time so that this client gains enough confidence to use their services in the future. Lionel and his team communicate via e-mail as the team members are located at geographically dispersed locations. They have not had even one face-to-face meeting as yet. In this case, Lionel must have an ability to _____ in addition to all the other desirable abilities of a leader to lead the team successfully.

- A) generate charisma to inspire the team
- B) abdicate all responsibility to the members of the team
- C) micromanage his team members till project completion
- D) avoid making any decisions for the team
- E) convey support and trust through electronic means

Answer: E

Explanation: E) Online leaders confront unique challenges, particularly around developing and maintaining trust. Identification-based trust, based on a mutual understanding of each other's intentions and appreciation of the others' wants and desires, is particularly difficult to achieve without face-to-face interaction. Lionel's team would be least likely to experience high levels of identification-based trust. Online negotiations might also be hindered because parties express lower levels of trust.

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LO: 8

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Summarize the major theories of and approaches to leadership

76) The ability to influence a group toward the achievement of a vision or set of goals can arise outside the formal structure of the organization.

Answer: TRUE

Explanation: Nonsanctioned leadership is the ability to influence that arises outside the formal structure of the organization. It is often as important or more important than formal influence.

Page Ref: 368

LO: 1

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

77) Strong leadership is an adequate condition to enable an organization to function from an optimal level of effectiveness.

Answer: TRUE

Explanation: Organizations need strong leadership and strong management for optimal effectiveness.

Page Ref: 368

LO: 1

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

78) According to the Big Five personality model, emotional stability is the most important trait of effective leaders.

Answer: FALSE

Explanation: A comprehensive review of the leadership literature, when organized around the Big Five personality model, has found extraversion to be the most important trait of effective leaders. However, it is more strongly related to the way leaders emerge than to their effectiveness.

Page Ref: 370

LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

79) Trait theories of leadership most accurately predict the emergence and appearance of leadership.

Answer: TRUE

Explanation: Traits do a better job predicting the emergence of leaders and the appearance of leadership than actually distinguishing between effective and ineffective leaders.

Page Ref: 370

LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

80) The behavioral theories view leadership as a set of actions that people can be trained in.

Answer: TRUE

Explanation: The behavioral theories aimed to understand if there was something unique in the way effective leaders behave. These theories implied we could train people to be leaders.

Page Ref: 370

LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

81) In the context of the Fiedler contingency model, leader-member relations measures the degree of influence a leader has over power variables such as hiring, firing, discipline, promotions, and salary increases.

Answer: FALSE

Explanation: In the context of the Fiedler contingency model, leader-member relations is the degree of confidence, trust, and respect members have in their leader.

Page Ref: 373

LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

82) The situational leadership theory focuses on follower readiness to determine the appropriate leadership behavior.

Answer: TRUE

Explanation: Situational leadership theory (SLT) focuses on the followers. It says successful leadership depends on selecting the right leadership style contingent on the followers' readiness, or the extent to which they are willing and able to accomplish a specific task.

Page Ref: 376

LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

83) According to the path-goal theory, directive leadership is likely to be welcomed and accepted by employees with high ability or considerable experience.

Answer: FALSE

Explanation: One of the predictions of the path-goal theory is that directive leadership is likely to be perceived as redundant among employees with high ability or considerable experience.

Page Ref: 376

LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

84) The leader-member exchange (LMX) theory proposes that the leader implicitly categorizes the follower as belonging to his in-group or out-group after a detailed analysis of his/her performance over a prolonged period of time.

Answer: FALSE

Explanation: The theory proposes that early in the history of the interaction between a leader and a given follower, the leader implicitly categorizes the follower as belonging to the in-group or out-group and this relationship is relatively stable over time.

Page Ref: 377

LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

85) Unconventional behavior is one of the key characteristics of a charismatic leader.

Answer: TRUE

Explanation: Unconventional behavior is one of the key characteristics of a charismatic leader.

Page Ref: 380

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

86) Charismatic leadership is a manifestation of innate traits and it cannot be learned or enhanced.

Answer: FALSE

Explanation: While it is true that individuals are born with traits that make them charismatic, most experts believe that individuals can be trained to exhibit charismatic behaviors.

Page Ref: 380

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

87) Transactional leaders guide their followers toward established goals by clarifying role and task requirements.

Answer: TRUE

Explanation: Transactional leaders guide their followers toward established goals by clarifying role and task requirements.

Page Ref: 382

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

88) Intellectual stimulation and individualized consideration are likely to be seen in the management by exception (active) style of leadership.

Answer: FALSE

Explanation: Intellectual stimulation and individualized consideration are likely to be seen in the transformational style of leadership, while management by exception (active or passive) is a transactional style of leadership.

Page Ref: 383

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

89) Transformational leadership has a greater impact on the bottom line in smaller, privately held firms than in more complex organizations.

Answer: TRUE

Explanation: Transformational leadership has a greater impact on the bottom line in smaller, privately held firms than in more complex organizations. The personal nature of transformational leadership may be most effective when leaders can directly interact with the workforce and make decisions than when they report to an external board of directors or deal with a complex bureaucratic structure.

Page Ref: 385

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

90) Attempts to integrate ethical and charismatic leadership have led to the advancement of the idea of socialized charismatic leadership.

Answer: TRUE

Explanation: Scholars have tried to integrate ethical and charismatic leadership by advancing the idea of socialized charismatic leadership which conveys other-centered (not self-centered) values by leaders who model ethical conduct.

Page Ref: 387

LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

91) The only key characteristic we use to determine the trustworthiness of a leader is his/her ability.

Answer: FALSE

Explanation: There are three key characteristics that lead us to believe that a leader is trustworthy. These are integrity, benevolence, and ability.

Page Ref: 389

LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

92) Mentoring provides unfiltered access to the attitudes of lower-ranking employees and can help anticipate potential organizational problems.

Answer: TRUE

Explanation: Mentoring also provides unfiltered access to the attitudes of lower-ranking employees, and protégés can be an excellent source of early warning signals that identify potential organizational problems.

Page Ref: 391

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

93) The primary gains from mentoring are seen in greater compensation and higher job performance.

Answer: FALSE

Explanation: Mentoring is less valuable for objective outcomes like compensation and job performance and research suggests the gains are primarily psychological.

Page Ref: 392

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

94) The attribution theory of leadership says leadership is merely an attribution people make about other individuals.

Answer: TRUE

Explanation: The attribution theory of leadership says leadership is merely an attribution people make about other individuals.

Page Ref: 393

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

95) Neutralizers make it impossible for leader behavior to make any difference to follower outcomes.

Answer: TRUE

Explanation: Neutralizers make it impossible for leader behavior to make any difference to follower outcomes. Indifference to organizational rewards is a neutralizer that can hamper leadership from manifesting its effects.

Page Ref: 394

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

96) What is leadership? How is it different from management?

Answer: Leadership can be defined as the ability to influence a group toward the achievement of a vision or set of goals. The source of this influence may be formal, such as that provided by managerial rank in an organization. However, not all leaders are managers and vice versa. The mere provision of formal rights for managers does not mean they will lead effectively. Nonsanctioned leadership, which is the ability to influence that arises outside the formal structure of the organization, is often as important or more important than formal influence. In other words, leaders can emerge from within a group as well as by formal appointment. Organizations need strong leadership and strong management for optimal effectiveness. We need leaders today to challenge the status quo, create visions of the future, and inspire organizational members to want to achieve the visions. We also need managers to formulate detailed plans, create efficient organizational structures, and oversee day-to-day operations.

Page Ref: 368

LO: 1

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

97) What is the role played by traits in predicting leadership behaviors?

Answer: Studies have shown that the extraversion dimension of the Big Five personality model is the most important trait of effective leaders, followed by the dimensions of conscientiousness and openness to experience. Empathy, one of the core components of emotional intelligence, is also closely linked to effective leadership. The two major conclusions about trait theories and leadership are that: (1) traits can predict leadership, and (2) traits are more useful in predicting the emergence of leaders and the appearance of leadership than in actually distinguishing between effective and ineffective leaders.

Page Ref: 370

LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

98) Identify and explain the two dimensions of leadership described in the Ohio State studies.

Answer: The Ohio State studies proposed that two categories accounted for most of the leadership behavior described by employees. They called these two dimensions initiating structure and consideration.

a) Initiating structure refers to the extent to which a leader is likely to define and structure his or her role and those of employees in the search for goal attainment. It includes behavior that attempts to organize work, work relationships, and goals. A leader high in initiating structure is someone who "assigns group members to particular tasks," "expects workers to maintain definite standards of performance," and "emphasizes the meeting of deadlines."

b) Consideration is described as the extent to which a person is likely to have job relationships that are characterized by mutual trust, respect for employees' ideas, and regard for their feelings. A leader high in consideration helps employees with personal problems, is friendly and approachable, treats all employees as equals, and expresses appreciation and support.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

99) The HR department at Basic Elements, a software development firm, has begun testing employee personality and preferences to reorganize their teams such that team members and leaders are matched. They believe that this will enable them to ensure smooth functioning and greater cohesion. As a part of this test, employees were given the least preferred co-worker questionnaire. The employees were asked to think of all the co-workers they had in the past and describe the one they least enjoyed working with by rating that person on a scale of 1 to 8 for each of 16 sets of contrasting adjectives. Rachel's LPC score was high, while Victor's was low. Many employees like Ashley had LPC scores that were moderate. Interpret and compare the results of Rachel, Victor, and Ashley.

Answer: The fact that Rachel's LPC score was high means that she described the person she was least able to work with in favorable terms. Victor's low LPC score reflects that he rated his least preferred co-worker in unfavorable terms. Thus, we can say that Rachel is relationship-oriented, while Victor is task-oriented. Ashley's LPC score, being in the middle range, cannot be interpreted as her preference falls beyond the range of the predictions of Fiedler contingency model.

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LO: 4

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Synthesis

Learning Outcome: Summarize the major theories of and approaches to leadership

100) According to the Fiedler model of leadership, how can leader effectiveness be improved?

Answer: Fiedler views an individual's leadership style as fixed. Therefore, there are only two ways to improve leader effectiveness. First, you can change the leader to fit the situation. If a group situation rates highly unfavorable but is currently led by a relationship-oriented manager, the group's performance could be improved under a manager who is task-oriented. The second alternative is to change the situation to fit the leader, by restructuring tasks or increasing or decreasing the leader's power to control factors such as salary increases, promotions, and disciplinary actions.

Page Ref: 375

LO: 4

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

101) Describe the path-goal theory of leadership.

Answer: Developed by Robert House, path-goal theory extracts elements from the Ohio State leadership research on initiating structure and consideration and the expectancy theory of motivation. The theory proposes that the leader's job is to provide followers with the information, support, or other resources necessary to achieve their goals. The term "path-goal" implies effective leaders clarify followers' paths to their work goals and make the journey easier by reducing roadblocks. According to path-goal theory, whether a leader should be directive or supportive or should demonstrate some other behavior depends on complex analysis of the situation. It predicts the following:

- (a) Directive leadership yields greater satisfaction when tasks are ambiguous or stressful than when they are highly structured and well laid out.
- (b) Supportive leadership results in high performance and satisfaction when employees are performing structured tasks.
- (c) Directive leadership is likely to be perceived as redundant among employees with high ability or considerable experience.

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LO: 4

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

102) What are the key characteristics of charismatic leaders?

Answer: A charismatic leader is characterized by:

- (a) vision and articulation: having an idealized goal and being able to clarify its importance
- (b) personal risk: willingness to take personal risks, incur high costs, and make sacrifices
- (c) sensitivity to follower needs: recognizing and responding to others' abilities, needs, and feelings
- (d) unconventional behavior: engaging in behaviors that are novel

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LO: 5

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

103) Describe the full range of leadership model.

Answer: According to the full range of leadership model, laissez-faire is the most passive and therefore least effective of leader behaviors. Management by exception — active or passive — is slightly better than laissez-faire, but it's still considered ineffective. Management-by-exception leaders tend to be available only when there is a problem, which is often too late. Contingent reward leadership can be an effective style of leadership but will not get employees to go above and beyond the call of duty. Only with the four remaining styles — all aspects of transformational leadership — are leaders able to motivate followers to perform above expectations and transcend their self-interest for the sake of the organization. Individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence all result in extra effort from workers, higher productivity, higher morale and satisfaction, higher organizational effectiveness, lower turnover, lower absenteeism, and greater organizational adaptability. Based on this model, leaders are generally most effective when they regularly use each of the four transformational behaviors.

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LO: 5

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

104) Charismatic leaders are not always authentic leaders. Discuss.

Answer: Charismatic leadership is a leadership theory that states that followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors. Though charismatic leaders exert great influence on their followers, unfortunately, they do not necessarily act in the best interests of their organizations. Many charismatic leaders have allowed their personal goals to override the goals of the organization. Thus, their followers can never consider them ethical people unless they inspire that confidence. Authentic leaders know who they are, know what they believe in and value, and act on those values and beliefs openly and candidly. The primary quality produced by authentic leadership, therefore, is trust. Authentic leaders share information, encourage open communication, and stick to their ideals. The need to incorporate trust and ethics into charismatic leadership has led to the concept of socialized charismatic leadership which conveys other-centered (not self-centered) values by leaders who model ethical conduct. Socialized charismatic leaders are able to bring employee values in line with their own values through their words and actions

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LO: 5, 6

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Summarize the major theories of and approaches to leadership

105) What is servant leadership?

Answer: Scholars have recently considered ethical leadership from a new angle by examining servant leadership. Servant leaders go beyond their own self-interest and focus on opportunities to help followers grow and develop. They do not use power to achieve ends; they emphasize persuasion. Characteristic behaviors include listening, empathizing, persuading, accepting stewardship, and actively developing followers' potential. Servant leadership leads to higher levels of commitment to the supervisor, self-efficacy, and perceptions of justice; it also increases team potency. Servant leadership may be more prevalent and more effective in certain cultures; the East Asian prototype is more like a servant leader, which might mean servant leadership is more effective in these cultures.

Page Ref: 387

LO: 6

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

106) Describe the relationship between trust and leadership.

Answer: Trust is a psychological state that exists when you agree to make yourself vulnerable to another because you have positive expectations about how things are going to turn out. Trust is a primary attribute associated with leadership; breaking it can have serious adverse effects on a group's performance. The key characteristics that lead us to believe that a leader is trustworthy are integrity, benevolence, and ability. Integrity refers to honesty and truthfulness. It is the most critical characteristic in assessing another's trustworthiness. Benevolence means the trusted person has your interests at heart, even if yours aren't necessarily in line with theirs. Ability encompasses an individual's technical and interpersonal knowledge and skills. Another factor that influences trust is trust propensity which refers to how likely a particular employee is to trust a leader.

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LO: 6

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

107) Compare and contrast charismatic leadership from the understanding of leadership under the attribution theory.

Answer: Charismatic leadership is a leadership theory that states that followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors. A number of studies have attempted to identify the characteristics of charismatic leaders: they have a vision, they are willing to take personal risks to achieve that vision, they are sensitive to follower needs, and they exhibit extraordinary behaviors. Individuals are born with traits that make them charismatic. Personality is also related to charismatic leadership; charismatic leaders are likely to be extraverted, self-confident, and achievement oriented. However, most experts believe individuals can be trained to exhibit charismatic behaviors. The attribution theory, on the other hand, says leadership is merely an attribution people make about other individuals. Attribution theory suggests what is important is projecting the appearance of being a leader rather than focusing on actual accomplishments. According to this theory, those who want to be leaders merely need to shape the perception that they are smart, personable, verbally adept, aggressive, hardworking, and consistent in their style. This portrayal is enough to increase the probability their bosses, colleagues, and employees will view them as effective leaders.

Page Ref: 379, 380, 393

LO: 5, 8

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Summarize the major theories of and approaches to leadership

108) Explain mentoring with reference to the dimensions of initiating structure and consideration.

Answer: Initiating structure is the extent to which a leader is likely to define and structure his or her role and those of employees in the search for goal attainment. It includes behavior that attempts to organize work, work relationships, and goals. Consideration is the extent to which a person's job relationships are characterized by mutual trust, respect for employees' ideas, and regard for their feelings. A leader high in consideration helps employees with personal problems, is friendly and approachable, treats all employees as equals, and expresses appreciation and support. Mentoring is a process by which a senior employee sponsors and supports a less-experienced employee or a protégé. Mentoring performs many career functions like helping the new employee get challenging assignments, opportunities to develop skills, exposure to influential individuals in the company, and nominations for potential advantages. These career functions of mentoring are similar to the initiating structure of leadership. Mentoring also fulfills certain psychosocial functions like counseling the employee to enhance confidence, providing friendship and acceptance, and providing the new employee with a role model. These are similar to the consideration dimension of leadership.

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LO: 3, 7

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Summarize the major theories of and approaches to leadership

109) How do substitutes and neutralizers challenge the effectiveness of leadership?

Answer: One theoretical approach of leadership suggests that in many situations leaders' actions are irrelevant. Experience and training are among the substitutes that can replace the need for a leader's support or ability to create structure. Organizational characteristics such as explicit formalized goals, rigid rules and procedures, and cohesive work groups can also replace formal leadership, while indifference to organizational rewards can neutralize its effects. Neutralizers make it impossible for leader behavior to make any difference to follower outcomes. It must be added that the difference between substitutes and neutralizers is not clear-cut.

Page Ref: 394

LO: 8

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Summarize the major theories of and approaches to leadership

110) How would you relate substitutes, trust, and online leadership?

Answer: Online leadership involves leading people who are physically separated from you and with whom you communicate electronically. As face-to-face interactions are missing in such situations, substitutes for leadership like experience, training, explicit formalized goals, rigid rules and procedures are vital. However, the leader's ability to establish identification-based trust through electronic messages is a crucial function and often the success of a virtual team may be hindered by the lack of this trust. Thus, substitutes can be used for online leadership but the role of the leader cannot be dismissed.

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LO: 8

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Summarize the major theories of and approaches to leadership