

***The Art of Leadership, 6e (Manning)***

**Chapter 1 The Importance of Leadership: Setting the Stage**

1) The Jack Welch Management Institute reports that

- A) the weakest link in business, industry, and government is the skills of employees.
- B) formal education is highly unlikely to develop the most-cited qualities people want in their leaders.
- C) importance of good leadership and job performance are mutually exclusive.
- D) more than one-half of working adults have suffered under a bad boss at some point in their career.

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

2) Which of the following is the weakest link in business, industry, and government today?

- A) Technology
- B) Tools and equipment
- C) Physical plant and facilities
- D) Systems and procedures
- E) Leadership

Answer: E

Difficulty: 1 Easy

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

3) Which of the following best describes leadership?

- A) Adherence to performance standards
- B) Influencing the behaviors of others through ideas and deeds
- C) Evaluating a course of action
- D) Seeking direction from others
- E) Writing and speaking effectively

Answer: B

Difficulty: 2 Medium

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

- 4) Satisfaction of leaders include \_\_\_\_\_.
- A) personal freedom
  - B) high income and good health
  - C) opportunities for advancement and love and admiration of friends
  - D) a chance to help others
  - E) opportunities to control resources and aesthetic experiences

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-03 Identify the satisfactions and frustrations of leadership.

Accessibility: Keyboard Navigation

- 5) Frustrations of leaders include both \_\_\_\_\_.
- A) organizational politics and loneliness
  - B) insufficient authority and too much power
  - C) uncompensated work time and customer interference
  - D) loneliness and vendor demands
  - E) organizational politics and personal needs

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-03 Identify the satisfactions and frustrations of leadership.

Accessibility: Keyboard Navigation

- 6) Which of the following best describes caring leadership?
- A) Caring about the task to be done and caring about people
  - B) Caring about self-advancement and caring about the task to be done
  - C) Caring about the welfare of others and caring about self-advancement
  - D) Caring about the task to be done and caring about personal well-being
  - E) None of these

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the elements of caring leadership.

Accessibility: Keyboard Navigation

- 7) By their \_\_\_\_\_, leaders show the way and influence the behavior of others.
- A) ideas and deeds
  - B) humor or study
  - C) fear and force
  - D) books or speeches

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

8) The poem \_\_\_\_\_ reminds us that leadership must come from the heart.

- A) "The Raven"
- B) "Threads"
- C) "Needles"
- D) "The Road Not Taken"

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the elements of caring leadership.

Accessibility: Keyboard Navigation

9) In the context of the types of leaders, who among the following are teachers?

- A) Rumi and Yoritomo
- B) Aquinas and Watt
- C) Confucius and Plato
- D) Hippocrates and Saladin
- E) None of these

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

10) Unlike today, which of the following conditions most likely had an impact on leadership in earlier times?

- A) Mass education was unknown.
- B) Powerful positions were in abundance.
- C) Self-expression was encouraged.
- D) Information was everywhere.

Answer: A

Difficulty: 2 Medium

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

- 11) In American society, Rosa Parks's courage helped determine the course of \_\_\_\_\_.  
A) economic theories  
B) art appreciation  
C) science and technology  
D) civil rights  
E) religious thoughts

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

- 12) The Scottish philosopher and historian Thomas Carlyle believed that among the undistinguished masses are people of light and learning, individuals superior in power, courage, and understanding. Which of the following views is most likely reflected by Carlyle?  
A) The great man theory  
B) The heroic theory  
C) The dual-process theory  
D) The cognitive resources theory (CRT)

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-02 Know where leaders learn to lead and what people want in a leader.

Accessibility: Keyboard Navigation

- 13) Ralph M. Stogdill identifies individual traits that correlate positively with leadership. These include \_\_\_\_\_.  
A) intelligence, hand strength, size, and birth order  
B) height, gender, age, and experience  
C) education, ability, aggressiveness, and cunningness  
D) responsibility, vigor, venturesomeness, and self-confidence  
E) training, motivation, need-deficiency, and skill

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-02 Know where leaders learn to lead and what people want in a leader.

Accessibility: Keyboard Navigation

14) Who among the following has conducted studies that show the influence of environmental factors and individual qualities in determining leadership effectiveness?

- A) Biologist Richard Borowsky
- B) Economist Paul Samuelson
- C) Psychologist B.F. Skinner
- D) Anthropologist Margaret Mead
- E) None of these

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

15) In American society, the most-cited quality people want in a leader is \_\_\_\_\_.

- A) integrity
- B) job knowledge
- C) people-building skills
- D) extraversion

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-02 Know where leaders learn to lead and what people want in a leader.

Accessibility: Keyboard Navigation

16) In American society, which of the following qualities is the third most-cited quality people want in a leader and is the ability to teach, counsel, and otherwise develop others to higher levels of performance?

- A) Practical ability
- B) Intrapersonal skills
- C) People-building skills
- D) Abstract visioning

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-02 Know where leaders learn to lead and what people want in a leader.

Accessibility: Keyboard Navigation

17) Which of the following is the central message of Theodore Roosevelt's passage on caring leadership?

- A) The one who cares too much will surely fail.
- B) It is better to try and fail rather than to never try at all.
- C) Victory belongs to the strongest individual.
- D) Victory and defeat are the opposite sides of the same coin.
- E) None of these

Answer: B

Difficulty: 2 Medium

Learning Objective: 01-04 Describe the elements of caring leadership.

Accessibility: Keyboard Navigation

18) In addition to concern for others, which of the following aspects must be present for caring leadership to occur?

- A) Power and prestige
- B) Commitment to a task
- C) Uncompensated work time
- D) Order and control

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the elements of caring leadership.

Accessibility: Keyboard Navigation

19) Which of the following is captured by James Autry, former CEO of the Meredith Corporation, in his poem entitled "Threads"?

- A) The art to sew the threads of a business together
- B) The spirit of a caring leader
- C) The message that one needs to thread personal life into work life for great success
- D) The message, "As you sew, so you reap"
- E) None of these

Answer: B

Difficulty: 2 Medium

Learning Objective: 01-04 Describe the elements of caring leadership.

Accessibility: Keyboard Navigation

- 20) The three types of leaders are  
A) heroes, rulers, and teachers.  
B) democrats, republics, and capitalists.  
C) progressives, traditionalists, and moderates.

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

- 21) In the context of the types of leaders, teachers most likely \_\_\_\_\_.  
A) lead through personal accomplishments that require bravery, skill, and determination  
B) govern by determining policy and making decisions  
C) provide knowledge, skill, and attitude development  
D) lead through power and enforcement

Answer: C

Difficulty: 2 Medium

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

- 22) In the context of the types of leaders, which of the following most likely characterizes heroes?  
A) They govern by determining policy and making decisions.  
B) They are mentors who lead through insight, modeling, and the encouragement of others.  
C) They lead through power and enforcement.  
D) They inspire through manners and actions.

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

- 23) In the context of the types of leaders, who among the following are rulers?  
A) Buddha, Marx, and Aristotle  
B) Newton, Michelangelo, and Edison  
C) Elizabeth I, Napoleon, and Washington

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

24) In the context of the types of leaders, which of the following is most likely a characteristic of rulers?

- A) They inspire through manners and actions.
- B) They lead through personal examples and accomplishments.
- C) They are mentors who lead through insight, modeling, and the encouragement of others.
- D) They are authority figures who lead through power and enforcement.

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

25) Unlike leadership, management \_\_\_\_\_.

- A) believes that focus on order and control should be avoided
- B) primarily focuses on motivation and creativity
- C) denotes formal authority and accountability is delegated
- D) is the ability to influence the activity or behavior of people

Answer: C

Difficulty: 2 Medium

Learning Objective: 01-05 Understand the difference between leadership and management.

Accessibility: Keyboard Navigation

26) Identify the primary purpose of leadership.

- A) To delegate accountability
- B) To provide order and consistency
- C) To produce change and movement
- D) To emphasize formal authority

Answer: C

Difficulty: 2 Medium

Learning Objective: 01-05 Understand the difference between leadership and management.

Accessibility: Keyboard Navigation

27) Management involves four functions or processes first identified by Henri Fayol in 1916. Which of the following functions is most likely associated with aligning people and resources?

- A) Planning
- B) Controlling
- C) Organizing
- D) Directing

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-05 Understand the difference between leadership and management.

Accessibility: Keyboard Navigation

28) Which of the following best describes the central theme of The Convergence of the Twain written by Thomas Hardy?

- A) Mark Twain had a crisis of conscience.
- B) Leadership is a poetic process.
- C) Qualities of individuals and environmental factors are important elements of leadership equation.
- D) None of these

Answer: C

Difficulty: 2 Medium

Learning Objective: 01-02 Know where leaders learn to lead and what people want in a leader.

Accessibility: Keyboard Navigation

29) The political theorist Karl Marx observed that

- A) if an organization has strong leadership without management, performance continues to be consistent.
- B) people first and foremost want a leader who will be a mentor and developer of others.
- C) a great society requires leaders in business to think greatly of their functions.
- D) the manner in which a society does its work shapes most of the other things the society believes and does.

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-05 Understand the difference between leadership and management.

Accessibility: Keyboard Navigation

30) According to the Harvard philosopher Alfred North Whitehead, \_\_\_\_\_.

- A) the primary purpose of management is to produce change and movement
- B) the behavior of a community is largely dominated by the business mind
- C) the second most-cited quality people want in a leader is honesty
- D) the third most-cited place people say they learn to lead is from examples

Answer: B

Difficulty: 2 Medium

Learning Objective: 01-05 Understand the difference between leadership and management.

Accessibility: Keyboard Navigation

31) In earlier times, leadership followed an empowering, participatory model rather than an autocratic, hierarchical model.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

32) When people are asked to define integrity, the word they mention most frequently is honesty.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-02 Know where leaders learn to lead and what people want in a leader.

Accessibility: Keyboard Navigation

33) Caring leadership cannot be legislated, and it cannot be an act.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the elements of caring leadership.

Accessibility: Keyboard Navigation

34) Unlike leadership, the primary purpose of management is to foster motivation and creativity.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-05 Understand the difference between leadership and management.

Accessibility: Keyboard Navigation

35) In the context of the key areas of leadership, the empowerment of people involves fostering a high-performance culture through participative leadership and service to others.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-01 Define leadership and discuss its importance.

Accessibility: Keyboard Navigation

Match the items below with their descriptions:

- A) satisfactions of leaders
- B) important elements in leadership equation
- C) means of leadership
- D) what people want in a leader
- E) elements of caring leadership
- F) types of leaders
- G) frustrations of leaders
- H) where people learn to lead
- I) essence of leadership

36) ideas and deeds

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the elements of caring leadership.; 01-01 Define leadership and discuss its importance.; 01-03 Identify the satisfactions and frustrations of leadership.; 01-02 Know where leaders learn to lead and what people want in a leader.; 01-05 Understand the difference between leadership and management.

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37) feeling of power and prestige, a chance to help others, high income

Difficulty: 1 Easy

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38) commitment to a task, concern for people

Difficulty: 1 Easy

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Accessibility: Keyboard Navigation

39) establishing a direction, aligning people and resources, and energizing people to accomplish results

Difficulty: 1 Easy

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40) qualities of the individual, environmental factors

Difficulty: 1 Easy

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41) uncompensated work time, too many headaches, loneliness

Difficulty: 1 Easy

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42) teachers, heroes, rulers

Difficulty: 1 Easy

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43) experience, example, books and school

Difficulty: 1 Easy

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Accessibility: Keyboard Navigation

44) integrity, job knowledge, people-building skills

Difficulty: 1 Easy

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Answers: 36) C 37) A 38) E 39) I 40) B 41) G 42) F 43) H 44) D