

## Chapter 1: The Leader's Light or Shadow

### Test Bank

#### Multiple Choice

1. \_\_\_\_\_ power uses inducements (bonuses, raises) and threats (arrests, firings) to get people to go along, while \_\_\_\_\_ power is based on attracting others rather than forcing them or inducing them to comply.

- A. Derailed; referent
- B. Hard; soft
- C. Mismanaged; inconsistent
- D. Loyal; disloyal

Ans: B

Cognitive Domain: Comprehension

Answer Location: The Shadow of Power

Difficulty Level: Medium

AACSB Standard: Application of knowledge

2. \_\_\_\_\_ leaders may lack emotional or academic intelligence, for example, or be careless, distracted, or sloppy.

- A. Callous
- B. Rigid
- C. Toxic
- D. Incompetent

Ans: D

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

3. \_\_\_\_\_ leaders lack self-control and are enabled by followers who don't want to intervene or can't.

- A. Callous
- B. Intemperate
- C. Incompetent
- D. Toxic

Ans: B

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

4. \_\_\_\_\_ leaders and at least some of their followers lie, cheat, and steal.

- A. Callous
- B. Corrupt
- C. Toxic
- D. Rigid

Ans: B

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

5. Former U.S. President Bill Clinton behaved in a/an \_\_\_\_\_ manner when he didn't intervene in the Rwandan genocide that took the lives of 800,000 to 1 million people in 1994.

- A. insular
- B. callous
- C. rigid
- D. corrupt

Ans: A

Cognitive Domain: Application

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Hard

AACSB Standard: Application of knowledge

6. Abu Bakr al-Baghdadi is one example of a/an \_\_\_\_\_ leader.

- A. insular
- B. evil
- C. corrupt
- D. toxic

Ans: B

Cognitive Domain: Analysis

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

AACSB Standard: Application of knowledge

7. \_\_\_\_\_ leaders care for the welfare of subordinates at the expense of organizational goals.

A. Supportive/disloyal

B. Tyrannical

C. Callous

D. Derailed

Ans: A

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

8. \_\_\_\_\_ leaders act against the interests of both subordinates and the organization.

A. Supportive/disloyal

B. Derailed

C. Callous

D. Tyrannical

Ans: B

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

9. To avoid contributing to a shadowy environment, followers must deliver \_\_\_\_\_ and accept responsibility for their actions.

- A. bad news
- B. reprimands
- C. punishment
- D. firings

Ans: A

Cognitive Domain: Comprehension

Answer Location: The Challenge of Bad News

Difficulty Level: Easy

AACSB Standard: Application of knowledge

10. \_\_\_\_\_ leaders act against the interests of both subordinates and the organization. Laissez-faire leaders engage in passive and indirect negative behavior.

- A. Supportive
- B. Derailed
- C. Disloyal
- D. Tyrannical

Ans: B

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

AACSB Standard: Application of knowledge

11. Leaders almost always enjoy greater \_\_\_\_\_ than followers do.

- A. power
- B. privileges
- C. benefits
- D. praise

Ans: B

Cognitive Domain: Knowledge

Answer Location: The Shadow of Privilege

Difficulty Level: Easy

AACSB Standard: Application of knowledge

12. Leaders have more access to \_\_\_\_\_ than do others in an organization.

- A. stocks
- B. salary
- C. communication
- D. information

Ans: D

Cognitive Domain: Knowledge

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Easy

AACSB Standard: Application of knowledge

13. Which one of the descriptions below would not be a description of an unethical leader?

- A. They fail to reveal conflicts of interest.
- B. They withhold information that followers need.

- C. They use information solely for personal benefit.
- D. They derail communication in the organization.

Ans: D

Cognitive Domain: Application

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Hard

AACSB Standard: Ethical understanding and reasoning

14. Impression management is integral to effective leadership because followers have images of ideal leaders called \_\_\_\_\_.

- A. prototypes
- B. stereotypes
- C. deification
- D. referent power

Ans: A

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

AACSB Standard: Application of knowledge

15. \_\_\_\_\_ impression managers meet group wants and needs, not just the needs of the leaders.

- A. Idea
- B. Prototyped
- C. Ethical

D. Loyal

Ans: C

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Easy

AACSB Standard: Application of knowledge

16. Diverse followers, varying levels of relationships, and elements of the situation make \_\_\_\_\_ an ethical burden of leadership.

A. consistency

B. loyalty

C. communication

D. engaging

Ans: A

Cognitive Domain: Application

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

AACSB Standard: Application of knowledge

17. According to the text, \_\_\_\_\_ is a mixed blessing.

A. leadership

B. power

C. knowledge

D. privilege

Ans: C



Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

AACSB Standard: Application of knowledge

18. Leaders act irresponsibly when they fail to \_\_\_\_\_.

- A. make reasonable efforts to prevent misdeeds on the part of their followers
- B. engage in destructive behavior
- C. ignore or deny ethical problems
- D. shoulder responsibility for the consequences of their directives

Ans: A

Cognitive Domain: Analysis

Answer Location: The Shadow of Irresponsibility

Difficulty Level: Hard

AACSB Standard: Ethical understanding and reasoning

19. \_\_\_\_\_ leaders may be competent, but they are unyielding, unable to accept new ideas, new information, or changing conditions.

- A. Callous
- B. Rigid
- C. Abusive
- D. Tyrannical

Ans: B

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

20. \_\_\_\_\_ leaders are uncaring or unkind, ignoring or downplaying the needs, wants, and wishes of followers.

- A. Callous
- B. Rigid
- C. Abusive
- D. Tyrannical

Ans: A

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

21. \_\_\_\_\_ leaders reach organizational goals while abusing followers.

- A. Callous
- B. Laissez-faire
- C. Tyrannical
- D. Abusive

Ans: C

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/the Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

22. \_\_\_\_\_ leaders engage in passive and indirect negative behavior.

- A. Callous
- B. Laissez-faire
- C. Tyrannical
- D. Abusive

Ans: B

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

23. \_\_\_\_\_ is another name for role model power.

- A. Referent
- B. Legitimate
- C. Expert
- D. Authority

Ans: A

Cognitive Domain: Comprehension

Answer Location: The Shadow of Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

24. \_\_\_\_\_ theory is based on the notion that a leader develops a closer relationship with one group of followers than with others.

- A. Scientific management
- B. LMX
- C. Equity
- D. Equality

Ans: B

Cognitive Domain: Comprehension

Answer Location: The Shadow of Inconsistency

Difficulty Level: Medium

AACSB Standard: Application of knowledge

25. \_\_\_\_\_ can be compared to a performance on a stage.

- A. Scientific management
- B. Role management
- C. Impression management
- D. Equity management

Ans: C

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

AACSB Standard: Application of knowledge

26. \_\_\_\_\_ and \_\_\_\_\_ represent the power of leaders to either illuminate the lives of their followers or cast them in darkness.

- A. Sun; moon
- B. Bright; dark

C. Rain; clouds

D. Light; shadow

Ans: D

Cognitive Domain: Comprehension

Answer Location: What's Ahead

Difficulty Level: Easy

AACSB Standard: Application of knowledge

27. The greater a leader's \_\_\_\_\_, the greater the potential for abuse.

A. role

B. power

C. rank

D. potential

Ans: B

Cognitive Domain: Knowledge

Answer Location: The Shadow of Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

28. According to LMX, the \_\_\_\_\_ have high levels of trust, mutual influence, and support that characterize their exchanges with the leader.

A. out-groups

B. in-groups

C. role models

D. mentors

Ans: B

Cognitive Domain: Comprehension

Answer Location: The Shadow of Inconsistency

Difficulty Level: Easy

AACSB Standard: Application of knowledge

29. \_\_\_\_\_ leaders engage in destructive behaviors and display dysfunctional personal characteristics.

A. Abusive

B. Callous

C. Rigid

D. Toxic

Ans: D

Cognitive Domain: Comprehension

Answer Location: Implications and Applications

Difficulty Level: Easy

AACSB Standard: Application of knowledge

30. There is a difference between healthy skepticism, which prevents followers from being exploited, and unhealthy \_\_\_\_\_, which undermines individual and group performance.

A. abuse

B. bias

C. cynicism

D. power

Ans: C

Cognitive Domain: Comprehension

Answer Location: The Challenge of Cynicism

Difficulty Level: Easy

AACSB Standard: Application of knowledge

31. \_\_\_\_\_ is making inappropriate or excessive threats for not complying with the leader's directives.

- A. Abuse
- B. Belittling
- C. Cruelty
- D. Coercion

Ans: D

Cognitive Domain: Knowledge

Answer Location: The Shadow of Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

32. \_\_\_\_\_ is lying and giving false or misleading information.

- A. Abuse
- B. Deceit
- C. Cruelty
- D. Coercion

Ans: B

Cognitive Domain: Knowledge

Answer Location: The Shadow of Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

33. \_\_\_\_\_ is creating a master–servant relationship in which bosses can do whatever they want because they feel superior.

A. Deification

B. Cruelty

C. Abuse

D. Coercion

Ans: A

Cognitive Domain: Knowledge

Answer Location: The Shadow of Power

Difficulty Level: Medium

AACSB Standard: Application of knowledge

34. \_\_\_\_\_ leaders lack the motivation or the ability to sustain effective action.

A. Callous

B. Rigid

C. Abusive

D. Incompetent

Ans: D

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge



35. \_\_\_\_\_ leaders are unable to accept new ideas.

- A. Callous
- B. Rigid
- C. Abusive
- D. Incompetent

Ans: B

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

36. \_\_\_\_\_ leaders lack self-control.

- A. Intemperate
- B. Callous
- C. Incompetent
- D. Rigid

Ans: A

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

37. \_\_\_\_\_ leaders put self-interest ahead of the public interest.

- A. Corrupt

- B. Abusive
- C. Incompetent
- D. Rigid

Ans: A

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

38. \_\_\_\_\_ leaders draw a clear boundary between the welfare of his or her immediate group or organization and outsiders.

- A. Corrupt
- B. Incompetent
- C. Rigid
- D. Insular

Ans: D

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

AACSB Standard: Ethical understanding and reasoning

39. The head of ISIS would be an example of a(n) \_\_\_\_\_ leader.

- A. evil
- B. abusive
- C. tyrannical

D. rigid

Ans: A

Cognitive Domain: Application

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

40. Roberto preferred to earn the respect of his employees rather than force employees to follow him. What kind of power is Roberto modeling?

A. expert

B. referent

C. legitimate

D. reward

Ans: B

Cognitive Domain: Application

Answer Location: The Shadow of Power

Difficulty Level: Medium

AACSB Standard: Application of knowledge

41. Carla liked to deliver praise and bonuses to her employees to motivate them. What kind of power is Carla modeling?

A. expert

B. referent

C. legitimate

D. reward

Ans: D

Cognitive Domain: Application

Answer Location: The Shadow of Power

Difficulty Level: Medium

AACSB Standard: Application of knowledge

42. As a leader in her organization, every year Ruth gave up 1 week of vacation time to serve at a camp for at-risk youth. This is an example of \_\_\_\_\_.

- A. sharing power
- B. sharing mismanaged information
- C. sharing privilege
- D. sharing broken loyalties

Ans: C

Cognitive Domain: Application

Answer Location: The Shadow of Privilege

Difficulty Level: Medium

AACSB Standard: Application of knowledge

### **True/False**

1. Hard power uses bonuses, raises, or threats to get people to go along.

Ans: T

Cognitive Domain: Comprehension

Answer Location: The Shadow of Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

2. U.S. workers prefer leaders who rely on legitimate power.

Ans: F

Cognitive Domain: Knowledge

Answer Location: The Leader's Shadows

Difficulty Level: Easy

AACSB Standard: Application of knowledge

3. Toxic leaders engage in destructive behaviors and display dysfunctional personal characteristics.

Ans: T

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/the Dark Side of Leadership

Difficulty Level: Medium

AACSB Standard: Application of knowledge

4. Employers are also gathering more and more information about employee behavior both on and off the job.

Ans: T

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

AACSB Standard: Application of knowledge

5. Companies do not have the right to gather information in order to improve performance and eliminate waste and theft.

Ans: F

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

AACSB Standard: Application of knowledge

6. Impression management can be compared to a performance on a stage.

Ans: T

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Easy

AACSB Standard: Application of knowledge

7. Powerful leaders are not prone to biased judgments.

Ans: F

Cognitive Domain: Comprehension

Answer Location: The Shadow of Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

8. Impression management can be used to reach immoral ends.

Ans: T

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

AACSB Standard: Application of knowledge

9. Many of history's villains are traitors.

Ans: T

Cognitive Domain: Comprehension

Answer Location: The Shadow of Misplaced and Broken Loyalties

Difficulty Level: Easy

AACSB Standard: Application of knowledge

10. Derailed leaders reach organizational goals while abusing followers.

Ans: F

Cognitive Domain: Application

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

AACSB Standard: Application of knowledge

11. Followers can walk on the dark side if they fail to meet moral responsibilities of their roles.

Ans: T

Cognitive Domain: Comprehension

Answer Location: The Ethical Challenges of Followership

Difficulty Level: Easy

AACSB Standard: Ethical understanding and reasoning

### Short Answer/Essay

1. The Bond scholars identified seven clusters of destructive leader behaviors. Discuss each “cluster” in a minimum of one sentence.

Ans:

*Cluster 1:* This type of leader makes poor decisions (often based on inadequate information), lies and engages in other unethical behavior, cannot deal with new technology, and typically fails to prioritize and delegate.

*Cluster 2:* This type of leader lacks critical skills. She or he is unable to negotiate or persuade and cannot develop or motivate subordinates.

*Cluster 3:* This type of leader makes good decisions and has the necessary leadership skills but is overly controlling and micromanages followers.

*Cluster 4:* This type of leader can’t deal with conflict but plays favorites and behaves inconsistently.

*Cluster 5:* This type of leader isn’t all that bad but isn’t all that good either. Leaders in this category don’t seek information from others, don’t change their minds, and don’t do a good job of coordinating followers.

*Cluster 6:* This type of leader isolates the group from the rest of the organization.

*Cluster 7:* This type of leader creates a situation of “significant misery and despair.” Leaders in this group are brutal and bullying, frequently lying and engaging in other unethical behavior.

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

AACSB Standard: Application of knowledge



2. What is meant by “the challenge of obligation?” What does this have to do with followership?

Ans: Followers contribute to a shadowy atmosphere when they fail to fulfill their minimal responsibilities by coming to work late, taking extended breaks, not carrying out assignments, undermining the authority of their leaders, stealing supplies, and so on. However, they can also contribute to an unethical climate by taking on too many obligations. Employees forced to work mandatory overtime, and salaried staff at many technology and consulting firms work 70–80 hr a week, leaving little time for family and personal interests. They experience stress and burnout, and their family relationships suffer.

Cognitive Domain: Analysis

Answer Location: The Challenge of Obligation

Difficulty Level: Medium

AACSB Standard: Ethical understanding and reasoning

3. Discuss the challenge of cynicism and what it means to followership.

Ans: There is a difference between healthy skepticism, which prevents followers from being exploited, and unhealthy cynicism, which undermines individual and group performance. Followers darken the atmosphere when they become organizational cynics. That's because cynicism destroys commitment and undermines trust. Collective performance suffers as a result. Few give their best effort when they are disillusioned with the group. Cynical employees feel less identification with and commitment to their employers while being more resistant to change; they are less likely to go beyond their job duties to help their colleagues and their organizations. The greater the degree of cynicism, the more effort is directed toward attacking the organization at the expense of completing the task at hand.

Cognitive Domain: Analysis

Answer Location: The Ethical Challenges of Followership

Difficulty Level: Medium

AACSB Standard: Ethical understanding and reasoning

4. Name and briefly define four behaviors of “brutal” bosses.

Ans:

*Deceit*: lying and giving false or misleading information

*Constraint*: restricting followers’ activities outside work, such as telling them whom they can befriend, where they can live, with whom they can live, and the civic activities they can participate in

*Coercion*: making inappropriate or excessive threats for not complying with the leader’s directives

*Selfishness*: blaming subordinates and making them scapegoats

*Inequity*: supplying unequal benefits or punishments based on favoritism or criteria unrelated to the job

*Cruelty*: harming subordinates in such illegitimate ways as name-calling or public humiliation

*Disregard*: ignoring normal standards of politeness; obvious disregard for what is happening in the lives of followers

*Deification*: creating a master–servant relationship in which bosses can do whatever they want because they feel superior

Cognitive Domain: Knowledge

Answer Location: The Shadow of Power

Difficulty Level: Easy

AACSB Standard: Application of knowledge

5. Your book discusses some of the common shadows cast by leaders faced with the ethical challenges of leadership. What are the two important questions that arose while identifying these shadows?

Ans: (1) Why is it that, when faced with the same ethical challenges, some leaders cast light and others cast shadows? and (2) What steps can we take as leaders to cast more light than shadow?

Answer Location: The Shadow of Irresponsibility

Cognitive Domain: Comprehension

Difficulty Level: Medium

AACSB Standard: Ethical understanding and reasoning

6. Is there a difference between ethics and morals? Why or why not?

Ans: Varies.

Cognitive Domain: Comprehension

Answer Location: NA

Difficulty Level: Hard

AACSB Standard: Ethical understanding and reasoning

7. Describe the relationship between leading and following. How do these roles differ? Overlap?

Ans: Varies.

Cognitive Domain: Application

Answer Location: NA

Difficulty Level: Hard

AACSB Standard: Ethical understanding and reasoning

8. Describe the process of ethical leadership.

Ans: Varies.

Cognitive Domain: Comprehension

Answer Location: NA

Difficulty Level: Medium

AACSB Standard: Ethical understanding and reasoning

9. What advice would you give a new leader about the use and abuse of power?

Ans: Varies.

Cognitive Domain: Application

Answer Location: NA

Difficulty Level: Hard

AACSB Standard: Ethical understanding and reasoning

10. What are the characteristics of ethical impression management?

Ans: Varies.

Cognitive Domain: Comprehension

Answer Location: NA

Difficulty Level: Medium

AACSB Standard: Ethical understanding and reasoning

11. Outline the steps you can take to better meet the ethical challenges of followership.

Ans: Varies.

Cognitive Domain: Application

Answer Location: NA

Difficulty Level: Hard

AACSB Standard: Ethical understanding and reasoning

12. Give an example of a leader who used their destructive power to serve their own self-interests.

Ans: Varies.

Cognitive Domain: Application

Answer Location: NA

Difficulty Level: Medium

AACSB Standard: Ethical understanding and reasoning

13. Provide an example of how sharing power can prevent power abuses and improve organizational performance.

Ans: Varies.

Cognitive Domain: Application

Answer Location: NA

Difficulty Level: Medium

AACSB Standard: Ethical understanding and reasoning

14. Based on the case study 1.1, *Keeping Harvey Weinstein's Dark Secrets*, how can we keep superstars in any field from abusing their power and covering up their actions? How can we protect the powerless?

Ans: Varies.

Cognitive Domain: Application

Answer Location: Case Study 1.1

Difficulty Level: Hard

AACSB Standard: Ethical understanding and reasoning

15. Based on the case study 1.2, *Do-It Yourself Guns*, do you think that computer code is a form of free speech? Why or why not?

Ans: Varies.

Cognitive Domain: Application

Answer Location: Case Study 1.2

Difficulty Level: Hard

AACSB Standard: Ethical understanding and reasoning

16. Based on the case study 1.3, *Looking Out for Number One at the EPA*, did Pruitt for Number One at the EPA and reasoning speech? Why or why not? ring up the, or did his desire for power and privilege lead to his misplaced and broken loyalties?

Ans: Varies.

Cognitive Domain: Application

Answer Location: Case Study 1.3

Difficulty Level: Hard

AACSB Standard: Ethical understanding and reasoning