

Chapter 01: The Nature and Importance of Leadership

1. Leadership involves maintaining the status quo, not creating change.

- a. True
- b. False

ANSWER: False

2. The qualities needed for effective leadership are the same as those needed to be an effective follower.

- a. True
- b. False

ANSWER: True

3. At present, social connectedness and mobility are the central aspects of every leader's job.

- a. True
- b. False

ANSWER: True

4. In a hyperconnected, networked age, competition becomes more important than collaboration.

- a. True
- b. False

ANSWER: False

5. A spokesperson is a leader who is high-ranking manager that spends some part of their time engaging in ceremonial activities.

- a. True
- b. False

ANSWER: False

6. An effective leader that takes time to motivate members and sometimes inspire large groups of people are called coaches or motivators.

- a. True
- b. False

ANSWER: True

7. A leader who facilitates inclusion and makes a deliberate effort to assume all team members, group members or other employees feel included and welcome is a team player.

- a. True
- b. False

ANSWER: False

8. Top-level managers that develop strategy are entrepreneurs.

- a. True
- b. False

ANSWER: False

9. If you are able to accept and profit from vague, uncertain, or inconsistent information or situations you have a tolerating ambiguity ability.

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- a. True
- b. False

ANSWER: True

10. Two satisfactions of being a leader is the prestige and high income.

- a. True
- b. False

ANSWER: True

11. Once you become a leader, the opportunities for advancement decrease.

- a. True
- b. False

ANSWER: False

12. One dissatisfaction of being a leader is budgeting and authorizing expenses.

- a. True
- b. False

ANSWER: False

13. One dissatisfaction of being a leader is the number of human resources problems requiring action.

- a. True
- b. False

ANSWER: True

14. Job fatigue and burnout is a frustration many leaders face.

- a. True
- b. False

ANSWER: True

15. You cannot learn leadership skill simply by reading and studying a book.

- a. True
- b. False

ANSWER: True

16. A type of follower that is completely detached and passively supporting the status quo by not taking action to bring about changes is an isolated follower.

- a. True
- b. False

ANSWER: True

17. Two essential qualities of being an effective follower are commitment and courage.

- a. True
- b. False

ANSWER: True

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18. The defining aspect of leadership is that it includes the ability to

- a. communicate with people.
- b. delegate responsibility to others.
- c. maintain equilibrium in the organization.
- d. inspire people's confidence and gain their support.

ANSWER:

d

19. Gail T. Fairhurst and Mary Uhl-Bien explain that leadership is not a trait or behavior of an individual, but rather

- a. a phenomenon generated in the interactions among people acting in a given setting.
- b. the result of how well followers adhere to their assigned roles.
- c. an emergent property of the different strata within an organization.
- d. a learned skill that can be easily performed with a little practice.

ANSWER:

a

20. Leadership can be practiced

- a. only in the executive suite.
- b. at any level in the organization.
- c. only by people whose job title includes "manager."
- d. only when employees are performing below standard.

ANSWER:

b

21. According to an analysis of a group of studies, in terms of having an impact on company performance the leader was about as important as the

- a. building in which the company headquarters is located.
- b. decision to list a company on the stock exchange.
- c. company's mission.
- d. price of the stock.

ANSWER:

c

22. *Substitutes for leadership* refers to

- a. financial incentives that encourage people to work independently.
- b. group members who are in charge when the leader is absent.
- c. factors in the work setting that may make leadership superfluous.
- d. extra compensation given to employees who are asked to supervise their own work.

ANSWER:

c

23. Intrinsically satisfying work can be a leadership substitute because such work

- a. is so self-motivating that the worker requires very little leadership.
- b. usually involves computer technology.
- c. is usually performed when the leader is away.
- d. lies outside the jurisdiction of leaders.

ANSWER:

a

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24. A Duke University survey about executive leadership found that CEOs *can* influence leadership, but only if
- employees are paid what they feel they deserve.
 - employees feel that their work is intrinsically rewarding.
 - creativity is fostered at every level of the organization.
 - the leader is perceived to be responsible and inspirational.

ANSWER: d

25. Which of the following is not an accepted substitute for leadership in the modern work environment?
- Strong professional norms
 - Work that has heavy deadline pressure
 - Work that is intrinsically satisfying
 - Closely knit teams of highly trained individuals

ANSWER: b

26. A recommended approach for understanding the impact of leadership on performance is to ask:
- “Under what conditions do leaders make a difference?”
 - “How well liked is the leader?”
 - “What is the history of the firm?”
 - “What company policies regulate leadership?”

ANSWER: a

27. A company president attends a groundbreaking ceremony for a new children's hospital located near company headquarters. The president's role is best classified as that of
- figurehead.
 - coach.
 - team leader.
 - spokesperson.

ANSWER: a

28. An aspect of the coach and motivator role of the leader is to
- deal with outside groups.
 - display loyalty to superiors.
 - informally recognize team member achievements.
 - bargain with superiors for funds, facilities, and equipment.

ANSWER: c

29. Middle manager Sara is engaged in the team builder role when she
- negotiates for a larger budget for her team.
 - represents her group at a company meeting.
 - holds a meeting to talk about team accomplishments.
 - helps the group solve a technical problem.

ANSWER: c

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30. Marketing vice president Derek is engaged in the strategy developer role when he
- a. takes a key customer to lunch.
 - b. coaches an account executive on how to close a major sale.
 - c. makes plan for enlarging the office.
 - d. looks for ideas in the outside world that could help the company.

ANSWER: d

31. A major source of satisfaction from being a leader is
- a. being able to avoid the long hours typically worked by team members.
 - b. loads of overtime pay.
 - c. the opportunity to sidestep organizational politics.
 - d. a chance to help others grow and develop.

ANSWER: d

32. A potential disadvantage of being a leader is
- a. losing contact with paperwork and email.
 - b. isolation from problems involving people.
 - c. having fewer people to confide in about work-related issues.
 - d. being out of the loop in terms of company policies.

ANSWER: c

33. A major frustration facing leaders in the pursuit of conflicting goals is:
- a. controlling costs versus spending money.
 - b. granting people the authority to act independently yet also getting them aligned.
 - c. built-in conflicts between labor and management.
 - d. motivating versus satisfying employees.

ANSWER: b

34. In the basic framework for understanding leadership, group member characteristics and behavior are understood to be:
- a. defined by whether a group is intrinsically motivated by their work.
 - b. attributes that could have a bearing on how effective the leadership attempt will be.
 - c. the socioeconomic makeup of the employee pool.
 - d. how employees deal with the external environment.

ANSWER: b

35. *Leadership effectiveness*, as defined in the framework for understanding leadership, refers to the leader:
- a. being impressive enough to get promoted.
 - b. attaining desirable outcomes such as productivity and satisfaction.
 - c. creating an attractive vision.
 - d. turning over decision-making responsibility to group members.

ANSWER: b

36. Leadership takes into account factors related to the leader, the persons being led, and

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- a. personality traits of leaders.
- b. context, or the internal and external environment.
- c. personal characteristics of group members.
- d. forces beyond the control of the leader.

ANSWER:

b

37. A component of the general learning model applied to skill development in leadership is

- a. memorizing lists of great business leaders.
- b. making cross-comparisons of leadership theories.
- c. reading vision statements in annual reports.
- d. conceptual information supported by examples of leaders in action.

ANSWER:

d

38. The terms *isolates*, *activists*, and *diehards* relate to the idea that followers differ in terms of level of

- a. intelligence and emotional maturity.
- b. engagement with the leader and the group.
- c. relevant job experience.
- d. job relevant skills.

ANSWER:

b

39. Which the following is the *least* essential characteristic of an effective follower?

- a. Reliance on being managed or led by another person
- b. Commitment to something beyond oneself
- c. Building competence
- d. Independent and critical thinking

ANSWER:

a

40. An effective way for a leader to collaborate with group members is to

- a. make sure the group members get their yearly salary increases.
- b. make all the major decisions himself or herself.
- c. solicit input from the right group members.
- d. make the hierarchy as steep as possible.

ANSWER:

c

41. The modern organization is characterized by

- a. a reversal of roles between leaders and followers.
- b. an overthrow of authority by leaders.
- c. competition between leaders and followers.
- d. collaboration between leaders and followers.

ANSWER:

d

42. As observed by Robert E. Kelley, _____ is an essential quality of effective followers.

- a. transparency

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- b. skill utilization
- c. commitment
- d. charisma

ANSWER:

c

43. Jane is part of the sales team at JudyFashions Inc. Even though she has not been given a designation as the team leader, most of the team members rely on Jane for her opinions and suggestions on various sales related queries. Judy can be classified as a(n) _____ leader.

- a. isolate
- b. diehard
- c. participant
- d. emergent

ANSWER:

d

44. According to Nick Petrie, which of the following is a feature of the old paradigm of leadership?

- a. Leadership is proactive.
- b. Leadership resides in a single person or role.
- c. Leadership continually evolves.
- d. Leadership is a collective process.

ANSWER:

b

45. An overview of research on managerial succession over a recent twenty-year period showed that:

- a. a consistent relationship was found between who is in charge and how well an organization performed.
- b. incompetent leadership can be counterbalanced by certain factors in the work situation.
- c. workers who incorporate strong professional norms often require a minimum of supervision and leadership.
- d. leadership roles are a subset of the managerial roles.

ANSWER:

a

46. Which of the following is a justification for leader irrelevance argument?

- a. Leaders have plenty of room to influence others despite several constraints.
- b. Factors within a leader's control have a larger impact on business outcomes than do leadership actions.
- c. Centralized leadership is the most efficient form of running an organization.
- d. High-level leaders have unilateral control over only a few resources.

ANSWER:

d

47. The key to being a good follower is to think for oneself and to work well without close supervision. This is referred to as _____.

- a. focus
- b. self-management
- c. competence
- d. courage

ANSWER:

b

48. Followers who are completely detached and passively support the status quo by not taking action to bring about

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changes are called _____.

- a. isolates
- b. participants
- c. activists
- d. diehards

ANSWER:

a

49. As a category of followers, _____ have an even stronger tendency to be whistleblowers than do activists.

- a. participants
- b. diehards
- c. isolates
- d. bystanders

ANSWER:

b

50. Zach is a team member who rarely offers inputs to his team leader. He follows orders passively and does not take an interest in his company's growth. As a follower, Zach is most likely a(n) _____.

- a. diehard
- b. activist
- c. bystander
- d. isolate

ANSWER:

d

51. At a meeting, a(n) _____ is more likely to focus on the refreshments and taking peeks at their personal text messages than focusing on the agenda.

- a. participant
- b. bystander
- c. activist
- d. diehard

ANSWER:

b

52. When Carlos, the manager of a coffee shop, speaks to customers in order to find out trends in their preferences and their changing requirements, he is performing the leadership role of a(n) _____.

- a. coach and motivator
- b. team builder
- c. entrepreneur
- d. team player

ANSWER:

c

53. Kiev, the manager of an accounting department, helps his CFO in framing the financial policies of his company. In this scenario, Kiev is carrying out the leadership role of a(n) _____.

- a. strategy developer
- b. executor
- c. spokesperson
- d. figurehead

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ANSWER:

a

54. When the workers in a workshop encounter operating difficulties or breakdowns while handling their machinery, they seek the help of Drew, their floor manager, to fix or repair the machinery. In this scenario, Drew is carrying out the leadership role of a(n) _____.

- a. executor
- b. figurehead
- c. team builder
- d. technical problem solver

ANSWER:

d

55. An article argues that Edmonton Bank is unlikely to change its policies even though it recently appointed a new CEO. It notes that all the CEOs of Edmonton Bank are Caucasian males in their late forties who went to Ivy League schools. This article's argument about leadership irrelevance is based on the idea that:

- a. the new CEO will act in a way similar to the previous CEOs.
- b. the new CEO has unilateral control over only a few resources.
- c. Edmonton Bank uses information technology for many of its supervisory functions.
- d. the new CEO is limited by obligations to Edmonton Bank's shareholders.

ANSWER:

a

56. Elaine, a project manager, often seeks feedback from her team members as well as her supervisors on how she is doing. Which method of skill development in leadership does Elaine use in this scenario?

- a. Practice in natural settings
- b. Feedback on skill utilization, or performance, from others
- c. Conceptual information demonstrated by examples and brief descriptions of leaders in action
- d. Experiential exercises

ANSWER:

b

57. During a team meeting, the team manager expresses disappointment in his team's productivity rate. Svetlana, a team member, speaks up and says that their current project is particularly taxing on the team members and they have not compromised on the quality of their work. Which quality of a good follower is Svetlana displaying in this scenario?

- a. Courage
- b. Competence
- c. Commitment
- d. Self-management

ANSWER:

a

58. Samuel believes that his manager, Sally, does not play a significant role in his organization's performance. He feels that it is his own skills and interest in his job that affect his performance. Explain Samuel's argument against the importance of leadership and what Sally should do to demonstrate the various roles a leader carries out.

ANSWER: The antileadership argument holds that the impact of the leader on organizational outcomes is smaller than the impact of forces within the situation.

At times, as Samuel feel, competent leadership is not necessary, and incompetent leadership can be counterbalanced by certain factors in the work situation. Under these circumstances, leadership is of little consequence to the performance and satisfaction of team members. According to this viewpoint, many

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organizations have substitutes for leadership. Such substitutes are factors in the work environment that provide guidance and incentives to perform, making the leader's role almost superfluous.

1. Closely knit teams of highly trained individuals: When members of a cohesive, highly trained group are focused on a goal, they may require almost no leadership to accomplish their task.

2. Intrinsic satisfaction: Employees who are engaged in work they find strongly self-motivating, or intrinsically satisfying, require a minimum of leadership. Part of the reason is that the task itself grabs the worker's attention and energy. The worker may require little leadership as long as the task is proceeding smoothly.

3. Professional norms: Workers who incorporate strong professional norms often require a minimum of supervision and leadership. A group of certified professional accountants may not need visionary leadership to inspire them to do an honest job of auditing the books of a client or advising against tax fraud.

As a manager and a leader, Sally carries out many roles. Mintzberg and other researchers identified ten roles that can be classified as part of the leadership function of management:

1. Figurehead.
2. Spokesperson.
3. Negotiator.
4. Coach and motivator.
5. Team builder.
6. Team player.
7. Technical problem solver.
8. Entrepreneur.
9. Strategy developer.
10. Executor.

Even as the manager of highly skilled and motivated workers like Samuel, Sally demonstrates leadership in her roles as a negotiator, strategy developer, problem solver, executor, figurehead, and a spokesperson. She can choose any of these roles to demonstrate the relevance of leadership in organizational performance.

59. Brent was recently promoted as a team leader. Since his promotion, Brent feels overworked and stressed. He feels he is responsible for solving problems over which he has no control. Brent speaks to his supervisor about his frustrations and seeks advice regarding the roles of a team leader and how to derive satisfaction from them. What is Brent experiencing? If you were Brent's supervisor, what advice would you give him?

ANSWER: Brent appears to be experiencing the frustrations of being a leader. These include too much uncompensated overtime, facing a perform-or-perish mentality, and not having enough authority to carry out responsibility.

Brent's supervisor should talk to him about the satisfactions of being a leader, such as respect from group members and increased status, increased opportunities for advancement, and a chance to help others grow and develop. Other satisfactions include a feeling of power and prestige, higher income, receiving more inside information, and an opportunity to control money and other resources.

Brent's supervisor should also talk to him about the various roles he might play as a team leader. These roles include being a spokesperson and negotiator on behalf of the team as well as upper management, being a coach and motivator to his team members, and helping his team solve technical problems.

60. Adam, a manager, implements a process for tracking productivity and rewards productive team members with additional perks. Some team members respond enthusiastically to these measures, offering additional inputs on how productivity can be improved. Others just play along, with some of them expressing their support as long as they are rewarded for their work. If you were in Adam's position, how would you classify the team members based on their reception of the new initiatives? What approaches would you take with each category of followers?

ANSWER: Barbara Kellerman offers a typology that helps explain how followers differ from one another. She focuses

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on the defining factor of the level of engagement with the leader or group to arrive at five types of followers. Three types of followers are described in the scenario:

1. Isolates are completely detached and passively support the status quo by not taking action to bring about changes. In this case, the people who played along with the new plans are most likely classified as isolates. They do not care much about their leaders and just do their job without taking an interest in the overall organization. If Adam wants these team members to be more involved, he must carefully coach them. However, sometimes, firing isolates is the only option.
2. Bystanders are free riders who are typically detached when it fits their self-interests. In this case, those who support Adam's measures as long as they receive rewards can be classified as bystanders. Bystanders have low internal motivation, so Adam has to work hard to find the right motivators to spark them into action.
3. Participants show enough engagement to invest some of their own time and money to make a difference, such as taking the initiative to learn a new technology that would help the group. Those team members who offer new ideas to improve productivity are likely to be considered participants. Participants are sometimes for, and sometimes against, the leader and the company. The leader has to review their work and attitudes carefully to determine whether or not the participant is being constructive. Participants are also regarded as active followers and those who make a major contribution to the mission of the group.