

Student name: _____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

Leadership is increasingly moving from an empowering, participatory model to an autocratic, hierarchical model.

true

false

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

true

false

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

true

false

Too much emphasis on motivation and creativity and not enough emphasis on order and control can reduce vitality and lead to failure.

true

false

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.

true

false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

The Jack Welch Management Institute reports that

the weakest link in business, industry, and government is the skills of employees.

formal education is unlikely to develop the most-cited qualities people want in their leaders.

the percentage of leaders people would be willing to work for again is 60 percent.

more than one-half of working adults have suffered under a bad boss at some point in their career.

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

technology

tools and equipment

physical plant and facilities

systems and procedures

leadership

Which of the following *best* describes leadership?

adherence to performance standards

influencing the behaviors of others through ideas and deeds

evaluating a course of action

seeking direction from others

writing and speaking effectively

The satisfaction of being a leader includes

unlimited authority.

love and admiration from friends.

enabling the welfare of society.

the chance to help others.

Identify a frustration of being a leader.

Leadership involves attempting to grant others the authority to act independently, yet still get them aligned for a common purpose.

Leadership typically puts an individual in the responsible and answerable position of determining budgets and expenses.

Leadership typically involves receiving and processing large amounts of information for effective decision-making.

Leadership means interacting and understanding a lot of people with clear and concise communication.

Which of the following is the focus of caring leadership?

the task to be done and compassion for people

concern about sales goals and profits

the fulfillment of corporate social welfare responsibilities

ensuring that the best technology and tools are used for maximum productivity

None of these answers is correct.

The term _____ is popularly used to describe the three functions of—establishing a direction, aligning people and resources, and energizing people to accomplish results.

leadership

stabilization

monitorization

organizational goal-setting process

The poem _____ reminds us that leadership must come from the heart.

"The Raven"

"Threads"

"Needles"

"The Road Not Taken"

In the context of the nine key areas of leadership, performance management means

demonstrating human relations skills, managing morale, and developing a winning team.

achieving organizational success through personal humility, fierce resolve, and sustained discipline.

leading by moral principles, goodness of character, and personal courage.

establishing a clear and compelling direction and a plan to succeed.

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

Rumi and Yoritomo

Aquinas and Watt

Confucius and Plato

Hippocrates and Saladin

None of these answers is correct.

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

Mass education was unknown.

Powerful positions were in abundance.

Self-expression was encouraged.

Information was everywhere.

In American society, Rosa Parks's courage helped determine the course of _____.

economic theories

art appreciation

science and technology

civil rights

religious thoughts

In the context of the types of leaders, who among the following are heroes?

Charlemagne and Aristotle

Gandhi and Lao-Tzu

Mao Tse-tung and Ashoka

Galileo and Hippocrates

Ralph M. Stogdill identifies individual traits that correlate positively with leadership. These include

intelligence, hand strength, size, and birth order.

height, gender, age, and experience.

education, ability, aggressiveness, and cunningness.

responsibility, vigor, venturesomeness, and self-confidence.

training, motivation, need-deficiency, and skill.

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

biologist Richard Borowsky

economist Paul Samuelson

psychologist B. F. Skinner

anthropologist Margaret Mead

None of these answers is correct.

In American society, the most-cited quality people want in a leader is _____.

integrity

technical expertise

people-building skills

extraversion

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?

adherence to a code of conduct

achievement of preset goals

people-building skills

abstract visioning

Who, among the following, said "If you don't truly care about people, you should get out of leadership."?

Theodore Roosevelt

James Autry

Jan Carlzon

Helen Keller

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

power and prestige

commitment to a task

uncompensated work time

order and control

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

the art of sewing the threads of a business together

the spirit of a caring leader

the message that one needs to thread personal life into work life for great success

the message, "As you sow, so shall you reap"

None of these answers is correct.

The three types of leaders are

heroes, rulers, and teachers.

democrats, republics, and capitalists.

progressives, traditionalists, and moderates.

empathizers, provocateurs, and neutralizers

In the context of the types of leaders, teachers

lead through personal accomplishments that require bravery, skill, and determination.

guide others to make decisions.

are rule breakers and value creators.

lead through power and enforcement.

In the context of the types of leaders, which of the following *most* likely characterizes heroes?

They govern by determining policy and making decisions.

They are mentors who lead through insight, modeling, and the encouragement of others.

They lead through power and enforcement.

They are responsible for great causes and noble works.

In the context of the types of leaders, who among the following are rulers?

Buddha, Marx, and Aristotle

Newton, Michelangelo, and Edison

Elizabeth I, Napoleon, and Washington

Augustine, Moses, and Columbus

As per the Greek concepts of leadership in Homer's *Iliad*, Agamemnon exemplifies _____.

valor and action

shrewdness and cunning

wisdom and counsel

justice and judgment

Unlike leadership, management

believes that focus on order and control should be avoided.

primarily focuses on motivation and creativity.

denotes formal authority and accountability is delegated.

is the ability to influence the activity or behavior of people.

Identify the primary purpose of leadership.

to delegate accountability

to provide order and consistency

to produce change and movement

to emphasize formal authority

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?

planning

controlling

organizing

directing

Which of the following statements is true of leadership?

The focus of management is up and out.

Monitoring and adjusting with the emphasis on stabilization.

Deciding and driving with emphasis on expansion.

The focus of leadership is down and in.

The political theorist Karl Marx observed that

if an organization has strong leadership without management, performance continues to be consistent.

people first and foremost want a leader who will be a mentor and developer of others.

a great society requires leaders in business to think greatly of their functions.

the way a society does its work shapes most of the other things the society believes and does.

According to the Harvard philosopher Alfred North Whitehead,

the primary purpose of management is to produce change and movement.

the behavior of a community is largely dominated by the business mind.

the second most-cited quality people want in a leader is honesty.

the third most-cited place people say they learn to lead is from examples.

Identify a frustration of being a leader.

Leadership involves attempting to grant others the authority to act independently, yet still get them aligned for a common purpose.

Leadership typically puts an individual in the responsible and answerable position of determining budgets and expenses.

Leadership typically involves receiving and processing large amounts of information for effective decision-making.

Leadership means interacting and understanding a lot of people with clear and concise communication.

The term _____ is popularly used to describe the three functions of—establishing a direction, aligning people and resources, and energizing people to accomplish results.

leadership

stabilization

monitorization

organizational goal-setting process

In the context of the nine key areas of leadership, performance management means demonstrating human relations skills, managing morale, and developing a winning team. achieving organizational success through personal humility, fierce resolve, and sustained discipline.

leading by moral principles, goodness of character, and personal courage.

establishing a clear and compelling direction and a plan to succeed.

In the context of the types of leaders, who among the following are heroes?

Charlemagne and Aristotle

Gandhi and Lao-Tzu

Mao Tse-tung and Ashoka

Galileo and Hippocrates

As per the Greek concepts of leadership in Homer's *Iliad*, Agamemnon exemplifies _____.

valor and action

shrewdness and cunning

wisdom and counsel

justice and judgment

Which of the following statements is true of leadership?

The focus of management is up and out.

Monitoring and adjusting with the emphasis on stabilization.

Deciding and driving with emphasis on expansion.

The focus of leadership is down and in.

Answer Key

Test name: Ch1_The Art of Leadership_7e

FALSE

TRUE

TRUE

FALSE

TRUE

D

E

B

D

A

A

A

B

B

C

A

D

D

D

A

A

C

B

B

B

A

C

D

C

D

C

C

C

C

D

B

A

A

B

D

D

C