

c2

Student: _____

1. The interactional framework of leadership used by the text involves the leader, the followers and the situation.

True False

2. Studying the characteristics of effective leaders is the best way to learn about leadership.

True False

3. Leaders have considerably more influence with in-group followers than with out-group followers.

True False

4. Personality traits, skills and values are important factors in analyzing followers and leaders.

True False

5. Leaders who emerge or are elected typically have greater credibility and greater loyalty from subordinates.

True False

6. A leader's experience in a particular organization is usually not very important to her/his effectiveness.

True False

7. A leader may be given more latitude as a newcomer than as someone who is widely respected for a history of accomplishment.

True False

8. When followers have had a say in the selection of a leader, they tend to have a heightened sense of psychological identification with the leader resulting in lowered expectations and demands.

True False

9. Followers can often provide leaders with relevant information for good solutions to be implemented since they are often at the level where many organizational problems occur.

True False

10. A classic study of sex roles demonstrated that there was no or limited bias in sex role stereotypes therefore women do not face problems in moving up through managerial roles.

True False

11. Men view leadership as an exchange with subordinates for services rendered.

True False

12. Over time, the career aspirations of women have become more like the career aspirations of men.

True False

13. Kotter described management in terms of coping with change and leadership in terms of coping with complexity.

True False

14. Managers emphasize consistency and predictability in follower behavior.

True False

15. Leadership and management functions can be seen in the same person.

True False

16. The interactional framework of leadership interaction includes

A. Followers, leaders and situations

B. Individuals, groups and organizations

C. Individual followers, groups and leaders

D. First-level supervisors, mid-level managers and top-level leaders

17. What is Hollander's approach to leadership called?

- A. Participative
- B. Transformational
- C. Charismatic
- D. Transactional

18. Which of the following statements is true?

- A. Leaders have considerably more influence with out-group followers
- B. Subordinates belonging to the out-group can be distinguished by their high degree of loyalty toward the leader
- C. Leaders typically use different forms of influence in interacting with out-group members
- D. Leaders use one form of power in interacting with in-group members

19. What is the unique contribution of the LMX theory?

- A. It looks at just the personal characteristics of the leader
- B. It looks at the nature of the relationship between the leader and his/her followers
- C. It looks at the characteristics of the situation
- D. It looks at the interaction between the leader and his/her followers

20. Leaders

- A. Tend to share many common characteristics
- B. Are all alike
- C. Are typically similar to their followers
- D. Possess the same level of influence irrespective of their leadership styles

21. Leaders who are appointed by superiors

- A. Need to be sensitive to their constituencies
- B. Always have credibility with subordinates
- C. Are better able to influence a group toward goal achievement
- D. Have the loyalty of the organization's subordinates

22. All the following are reasons for dynamic changes in leader-follower relationship, except

- A. Companies' downsizing increasing managers' span of control
- B. Increasing pressure on all kinds of organizations to function with reduced resources
- C. A decentralized authority in organizations
- D. A trend toward lesser power sharing in organizations

23. Schein's classic study of sex roles

- A. Evidenced the fact that being a woman and being a manager are a contradiction in terms
- B. Found a high correlation between the ways both male and female respondents perceived "female" and "manager"
- C. Demonstrated how bias in sex role stereotypes created problems for women moving up through managerial roles
- D. Found no correlation between the ways the respondents perceived "males" and managers"

24. According to popular literature and some social scientific literature of the role of women in management, women are depicted as leaders who, when compared to men, are

- A. Less competitive
- B. Less empathic
- C. More analytical
- D. More people-oriented

25. As per the California Psychological Inventory, the lower scores for women with regard to their ratings of general well-being may reflect

- A. The inadequacy of their support system for dealing with day-to-day issues of living
- B. Their commitment to the organizations they work for is more guarded than that of men
- C. Their willingness to take career risks associated with going to new areas of a company
- D. The equally analytical, people-oriented, forceful nature of women the same as men

26. According to a survey research by Judith Rosener, in terms of their leadership experiences,

- A. Women tended to describe themselves in transactional terms
- B. Men tended to describe themselves in somewhat transformational terms
- C. Men influenced others primarily in terms of personal characteristics
- D. Women helped subordinates develop commitment for broader goals than their own self-interest

27. What term did Rosener coin to describe how some women leaders encouraged participation and shared power and information, but went far beyond what is commonly thought of as participative management?

- A. Autocratic leadership
- B. Laissez faire leadership
- C. Interactive leadership
- D. Transactional leadership

28. Women leaders' interactive leadership style developed

- A. Due to their socialization experiences and career paths
- B. Because of exchanges with subordinates for services rendered
- C. By influencing others primarily through their organizational position and authority
- D. Because of their organizational position

29. What is the major factor that prevents senior female executives from advancing to corporate leadership?

- A. Lack of significant general management
- B. Male stereotyping and preconceptions
- C. Inhospitable corporate culture
- D. Exclusion from informal networks

30. Which of the following factors least prevents women from advancing to corporate leadership?

- A. Women not being in the pipeline long enough
- B. Exclusion from informal networks
- C. Inhospitable corporate culture
- D. Lack of significant line experience

31. Most male CEOs attribute the paucity of women in corporate leadership roles to which of the following?

- A. Exclusion from informal networks
- B. Women not in pipeline long enough
- C. Male stereotyping and preconceptions
- D. Inadequacies in the quality of experience for the top spots

32. According to a recent study, one of the general factors that explains the shift toward more women leaders is that women themselves have changed. How is this evident?

- A. A trend toward less stereotypically masculine characterizations of leadership
- B. Women's aspirations and attitudes have become more similar to those of men over time
- C. A legislation prohibiting gender-based discrimination at work
- D. Changes in organizational norms that put a higher priority on results than an "old boy" network

33. The symbolic message often intended by appointment of women to important leadership positions is evidence of the fact that

- A. Culture has changed
- B. Women themselves have changed
- C. Leadership roles have changed
- D. Organizational practices have changed

34. The change in organizational practices can be attributed to

- A. Appointing women to leadership positions, which is a departure from past practices
- B. The fact that women's attitudes have become similar to those of men
- C. Women's self-reports of traits such as assertiveness
- D. Legislation prohibiting gender-based discrimination at work

35. A trend toward less stereotypically masculine characterizations of leadership is representative of the fact that

- A. Leadership roles have changed
- B. Women themselves have changed
- C. Organizational practices have changed
- D. Culture has changed

36. Encouraging innovation, growth and development and redefined tasks and responsibilities best describes a

- A. Leader
- B. Manager
- C. Manager in a later stage of development
- D. Leader-manager integrated role

37. Leaders

- A. Tend to accept the definitions of situations presented to them
- B. Encourage growth and development in their followers in ways broader than mere job training
- C. Emphasize routinization and control of followers' behavior
- D. Motivate followers more with extrinsic, even contractual consequences, both positive and negative

38. Leaders

- A. Work hard for cooperation
- B. Give clear direction
- C. Give overlapping and ambiguous assignments
- D. Focus on control and results

39. Leaders, as compared to managers, tend to assess their followers' performance

- A. Less in terms of personal criteria
- B. More in terms of specific criteria
- C. Less in terms of holistic criteria
- D. More in terms of idiosyncratic criteria

40. Leaders redefine the parameters of tasks and responsibilities, both for individual followers and for the entire group by all the following ways except
- A. Taking a short-term perspective
 - B. Actively change the situations they are in
 - C. Through accentuating critical values
 - D. By marshaling energy to cope with some new threat
41. Which of the following statements concerning the manager's role in manager-follower-situation interactions is true?
- A. Managers tend to reject the definitions of situations presented to them
 - B. Managers tend to assign broader rather than narrower tasks for followers to perform
 - C. Managers assess their followers' performance in terms of fairly general job descriptions
 - D. Managers make sure followers conform to policies or procedures
42. Adaptive problems can be solved
- A. Only by experts
 - B. Only by changing the system itself
 - C. Using currently existing resources
 - D. Using current ways of thinking
43. Only ____ can solve adaptive problems.
- A. Leadership
 - B. Effective management practices
 - C. Standard behaviors of people
 - D. Habitual behaviors of people
44. Finding solutions to problems which involve others' values requires the active engagement of their hearts and minds not just the leader's. This requires
- A. Authoritarian leadership
 - B. Influential leadership
 - C. Adaptive leadership
 - D. Participative leadership
45. Leadership must always be assessed in the context of
- A. The leader, the followers and the manager
 - B. The leader and the followers
 - C. The leader and the manager
 - D. The leader, the followers and the situation

46. What three components did Fiedler use to develop his contingency model of leadership?

47. Identify in-group subordinates.

48. Identify three specific dimensions or sub-categories of the leader element of the interactional framework.

49. Describe three specific dimensions or sub-categories of the follower element of the interactional framework.

50. Explain the difference between appointed leaders and elected/emergent leaders and the relationships they each have with their followers.

51. Write a short note on the interactional framework for analyzing leadership.

52. Explain the Leader-Member Exchange theory and its unique contribution.

53. Briefly define Rosener's concept of interactive leadership and explain its development.

54. Compare and contrast leaders and managers in terms of the interactions they have with followers and situations.

55. Compare and contrast technical problems and adaptive problems.

c2 Key

1. (p. 25) The interactional framework of leadership used by the text involves the leader, the followers and the situation.

TRUE

Difficulty: Easy
Hughes - Chapter 02 #1
Type: Vocabulary

2. (p. 25) Studying the characteristics of effective leaders is the best way to learn about leadership.

FALSE

Difficulty: Moderate
Hughes - Chapter 02 #2
Type: Vocabulary

3. (p. 26) Leaders have considerably more influence with in-group followers than with out-group followers.

TRUE

Difficulty: Easy
Hughes - Chapter 02 #3
Type: Knowledge

4. (p. 28) Personality traits, skills and values are important factors in analyzing followers and leaders.

TRUE

Difficulty: Easy
Hughes - Chapter 02 #4
Type: Knowledge

5. (p. 29) Leaders who emerge or are elected typically have greater credibility and greater loyalty from subordinates.

TRUE

Difficulty: Easy
Hughes - Chapter 02 #5
Type: Knowledge

6. (p. 29) A leader's experience in a particular organization is usually not very important to her/his effectiveness.

FALSE

Difficulty: Easy
Hughes - Chapter 02 #6
Type: Knowledge

7. (p. 30-31) A leader may be given more latitude as a newcomer than as someone who is widely respected for a history of accomplishment.

FALSE

Difficulty: Moderate
Hughes - Chapter 02 #7
Type: Knowledge

8. (p. 31) When followers have had a say in the selection of a leader, they tend to have a heightened sense of psychological identification with the leader resulting in lowered expectations and demands.

FALSE

Difficulty: Moderate
Hughes - Chapter 02 #8
Type: Knowledge

9. (p. 33) Followers can often provide leaders with relevant information for good solutions to be implemented since they are often at the level where many organizational problems occur.

TRUE

Difficulty: Moderate
Hughes - Chapter 02 #9
Type: Knowledge

10. (p. 35) A classic study of sex roles demonstrated that there was no or limited bias in sex role stereotypes therefore women do not face problems in moving up through managerial roles.

FALSE

Difficulty: Moderate
Hughes - Chapter 02 #10
Type: Knowledge

11. (p. 37) Men view leadership as an exchange with subordinates for services rendered.

TRUE

Difficulty: Moderate
Hughes - Chapter 02 #11
Type: Knowledge

12. (p. 40) Over time, the career aspirations of women have become more like the career aspirations of men.

TRUE

Difficulty: Easy
Hughes - Chapter 02 #12
Type: Knowledge

13. (p. 41) Kotter described management in terms of coping with change and leadership in terms of coping with complexity.

FALSE

Difficulty: Moderate
Hughes - Chapter 02 #13
Type: Vocabulary

14. (p. 43) Managers emphasize consistency and predictability in follower behavior.

TRUE

Difficulty: Moderate
Hughes - Chapter 02 #14
Type: Knowledge

15. (p. 45) Leadership and management functions can be seen in the same person.

TRUE

Difficulty: Moderate
Hughes - Chapter 02 #15
Type: Knowledge

16. (p. 24) The interactional framework of leadership interaction includes

- A.** Followers, leaders and situations
- B. Individuals, groups and organizations
- C. Individual followers, groups and leaders
- D. First-level supervisors, mid-level managers and top-level leaders

Difficulty: Easy

Hughes - Chapter 02 #16

Type: Vocabulary

17. (p. 25) What is Hollander's approach to leadership called?

- A. Participative
- B. Transformational
- C. Charismatic
- D.** Transactional

Difficulty: Moderate

Hughes - Chapter 02 #17

Type: Knowledge

18. (p. 28) Which of the following statements is true?

- A. Leaders have considerably more influence with out-group followers
- B. Subordinates belonging to the out-group can be distinguished by their high degree of loyalty toward the leader
- C.** Leaders typically use different forms of influence in interacting with out-group members
- D. Leaders use one form of power in interacting with in-group members

Difficulty: Hard

Hughes - Chapter 02 #18

Type: Knowledge

19. (p. 28) What is the unique contribution of the LMX theory?

- A. It looks at just the personal characteristics of the leader
- B.** It looks at the nature of the relationship between the leader and his/her followers
- C. It looks at the characteristics of the situation
- D. It looks at the interaction between the leader and his/her followers

Difficulty: Hard

Hughes - Chapter 02 #19

Type: Knowledge

20. (p. 28) Leaders

- A. Tend to share many common characteristics
- B. Are all alike
- C. Are typically similar to their followers
- D. Possess the same level of influence irrespective of their leadership styles

Difficulty: Moderate
Hughes - Chapter 02 #20
Type: Vocabulary

21. (p. 29) Leaders who are appointed by superiors

- A. Need to be sensitive to their constituencies
- B. Always have credibility with subordinates
- C. Are better able to influence a group toward goal achievement
- D. Have the loyalty of the organization's subordinates

Difficulty: Moderate
Hughes - Chapter 02 #21
Type: Knowledge

22. (p. 33) All the following are reasons for dynamic changes in leader-follower relationship, except

- A. Companies' downsizing increasing managers' span of control
- B. Increasing pressure on all kinds of organizations to function with reduced resources
- C. A decentralized authority in organizations
- D. A trend toward lesser power sharing in organizations

Difficulty: Hard
Hughes - Chapter 02 #22
Type: Knowledge

23. (p. 35) Schein's classic study of sex roles

- A. Evidenced the fact that being a woman and being a manager are a contradiction in terms
- B. Found a high correlation between the ways both male and female respondents perceived "female" and "manager"
- C. Demonstrated how bias in sex role stereotypes created problems for women moving up through managerial roles
- D. Found no correlation between the ways the respondents perceived "males" and managers"

Difficulty: Moderate
Hughes - Chapter 02 #23
Type: Comprehension

24. (p. 36) According to popular literature and some social scientific literature of the role of women in management, women are depicted as leaders who, when compared to men, are

- A. Less competitive
- B. Less empathic
- C. More analytical
- D. More people-oriented**

Difficulty: Easy
Hughes - Chapter 02 #24
Type: Knowledge

25. (p. 37) As per the California Psychological Inventory, the lower scores for women with regard to their ratings of general well-being may reflect

- A. The inadequacy of their support system for dealing with day-to-day issues of living**
- B. Their commitment to the organizations they work for is more guarded than that of men
- C. Their willingness to take career risks associated with going to new areas of a company
- D. The equally analytical, people-oriented, forceful nature of women the same as men

Difficulty: Moderate
Hughes - Chapter 02 #25
Type: Knowledge

26. (p. 37) According to a survey research by Judith Rosener, in terms of their leadership experiences,

- A. Women tended to describe themselves in transactional terms
- B. Men tended to describe themselves in somewhat transformational terms
- C. Men influenced others primarily in terms of personal characteristics
- D. Women helped subordinates develop commitment for broader goals than their own self-interest**

Difficulty: Moderate
Hughes - Chapter 02 #26
Type: Knowledge

27. (p. 38) What term did Rosener coin to describe how some women leaders encouraged participation and shared power and information, but went far beyond what is commonly thought of as participative management?

- A. Autocratic leadership
- B. Laissez faire leadership
- C. Interactive leadership**
- D. Transactional leadership

Difficulty: Moderate
Hughes - Chapter 02 #27
Type: Knowledge

28. (p. 38) Women leaders' interactive leadership style developed

- A.** Due to their socialization experiences and career paths
- B. Because of exchanges with subordinates for services rendered
- C. By influencing others primarily through their organizational position and authority
- D. Because of their organizational position

Difficulty: Moderate
Hughes - Chapter 02 #28
Type: Knowledge

29. (p. 39) What is the major factor that prevents senior female executives from advancing to corporate leadership?

- A. Lack of significant general management
- B.** Male stereotyping and preconceptions
- C. Inhospitable corporate culture
- D. Exclusion from informal networks

Difficulty: Moderate
Hughes - Chapter 02 #29
Type: Knowledge

30. (p. 39) Which of the following factors least prevents women from advancing to corporate leadership?

- A.** Women not being in the pipeline long enough
- B. Exclusion from informal networks
- C. Inhospitable corporate culture
- D. Lack of significant line experience

Difficulty: Moderate
Hughes - Chapter 02 #30
Type: Knowledge

31. (p. 39) Most male CEOs attribute the paucity of women in corporate leadership roles to which of the following?

- A. Exclusion from informal networks
- B. Women not in pipeline long enough
- C. Male stereotyping and preconceptions
- D.** Inadequacies in the quality of experience for the top spots

Difficulty: Easy
Hughes - Chapter 02 #31
Type: Knowledge

32. (p. 40) According to a recent study, one of the general factors that explains the shift toward more women leaders is that women themselves have changed. How is this evident?

- A. A trend toward less stereotypically masculine characterizations of leadership
- B. Women's aspirations and attitudes have become more similar to those of men over time**
- C. A legislation prohibiting gender-based discrimination at work
- D. Changes in organizational norms that put a higher priority on results than an "old boy" network

Difficulty: Hard
Hughes - Chapter 02 #32
Type: Knowledge

33. (p. 40) The symbolic message often intended by appointment of women to important leadership positions is evidence of the fact that

- A. Culture has changed**
- B. Women themselves have changed
- C. Leadership roles have changed
- D. Organizational practices have changed

Difficulty: Easy
Hughes - Chapter 02 #33
Type: Knowledge

34. (p. 40) The change in organizational practices can be attributed to

- A. Appointing women to leadership positions, which is a departure from past practices
- B. The fact that womens' attitudes have become similar to those of men
- C. Womens' self-reports of traits such as assertiveness
- D. Legislation prohibiting gender-based discrimination at work**

Difficulty: Moderate
Hughes - Chapter 02 #34
Type: Knowledge

35. (p. 40) A trend toward less stereotypically masculine characterizations of leadership is representative of the fact that

- A. Leadership roles have changed**
- B. Women themselves have changed
- C. Organizational practices have changed
- D. Culture has changed

Difficulty: Moderate
Hughes - Chapter 02 #35
Type: Knowledge

36. (p. 40) Encouraging innovation, growth and development and redefined tasks and responsibilities best describes a

- A.** Leader
- B. Manager
- C. Manager in a later stage of development
- D. Leader-manager integrated role

Difficulty: Easy
Hughes - Chapter 02 #36
Type: Knowledge

37. (p. 41) Leaders

- A. Tend to accept the definitions of situations presented to them
- B.** Encourage growth and development in their followers in ways broader than mere job training
- C. Emphasize routinization and control of followers' behavior
- D. Motivate followers more with extrinsic, even contractual consequences, both positive and negative

Difficulty: Moderate
Hughes - Chapter 02 #37
Type: Knowledge

38. (p. 41) Leaders

- A. Work hard for cooperation
- B. Give clear direction
- C.** Give overlapping and ambiguous assignments
- D. Focus on control and results

Difficulty: Moderate
Hughes - Chapter 02 #38
Type: Knowledge

39. (p. 41-42) Leaders, as compared to managers, tend to assess their followers' performance

- A. Less in terms of personal criteria
- B. More in terms of specific criteria
- C. Less in terms of holistic criteria
- D.** More in terms of idiosyncratic criteria

Difficulty: Hard
Hughes - Chapter 02 #39
Type: Knowledge

40. (p. 42) Leaders redefine the parameters of tasks and responsibilities, both for individual followers and for the entire group by all the following ways except

- A.** Taking a short-term perspective
- B. Actively change the situations they are in
- C. Through accentuating critical values
- D. By marshaling energy to cope with some new threat

Difficulty: Moderate
Hughes - Chapter 02 #40
Type: Knowledge

41. (p. 42) Which of the following statements concerning the manager's role in manager-follower-situation interactions is true?

- A. Managers tend to reject the definitions of situations presented to them
- B. Managers tend to assign broader rather than narrower tasks for followers to perform
- C. Managers assess their followers' performance in terms of fairly general job descriptions
- D.** Managers make sure followers conform to policies or procedures

Difficulty: Moderate
Hughes - Chapter 02 #41
Type: Knowledge

42. (p. 43) Adaptive problems can be solved

- A. Only by experts
- B.** Only by changing the system itself
- C. Using currently existing resources
- D. Using current ways of thinking

Difficulty: Moderate
Hughes - Chapter 02 #42
Type: Knowledge

43. (p. 44) Only ____ can solve adaptive problems.

- A.** Leadership
- B. Effective management practices
- C. Standard behaviors of people
- D. Habitual behaviors of people

Difficulty: Moderate
Hughes - Chapter 02 #43
Type: Knowledge

44. (p. 44) Finding solutions to problems which involve others' values requires the active engagement of their hearts and minds not just the leader's. This requires

- A. Authoritarian leadership
- B. Influential leadership
- C. Adaptive leadership
- D. Participative leadership

Difficulty: Easy
Hughes - Chapter 02 #44
Type: Knowledge

45. (p. 46) Leadership must always be assessed in the context of

- A. The leader, the followers and the manager
- B. The leader and the followers
- C. The leader and the manager
- D. The leader, the followers and the situation

Difficulty: Easy
Hughes - Chapter 02 #45
Type: Knowledge

46. (p. 25) What three components did Fiedler use to develop his contingency model of leadership?

Perhaps the first researcher formally to recognize the importance of the leader, follower and situation in the leadership process was Fred Fiedler. Fiedler used these three components to develop his contingency model of leadership.

Difficulty: Moderate
Hughes - Chapter 02 #46
Type: Knowledge

47. (p. 26) Identify in-group subordinates.

Subordinates belonging to the in-group can be distinguished by their high degree of loyalty, commitment and trust felt toward the leader.

Difficulty: Moderate
Hughes - Chapter 02 #47
Type: Knowledge

48. (p. 26) Identify three specific dimensions or sub-categories of the leader element of the interactional framework.

Personality, position and expertise.

Difficulty: Moderate
Hughes - Chapter 02 #48
Type: Knowledge

49. (p. 26) Describe three specific dimensions or sub-categories of the follower element of the interactional framework.

Values, norms and cohesiveness.

Difficulty: Moderate
Hughes - Chapter 02 #49
Type: Knowledge

50. (p. 29) Explain the difference between appointed leaders and elected/emergent leaders and the relationships they each have with their followers.

Leaders who are appointed by superiors may have less credibility with subordinates and get less loyalty from them than leaders who are elected or emerge by consensus from the ranks of followers. Elected or emergent officials are better able to influence a group toward goal achievement because of the power conferred on them by their followers.

Difficulty: Moderate
Hughes - Chapter 02 #50
Type: Knowledge

51. (p. 25-26) Write a short note on the interactional framework for analyzing leadership.

The framework first depicts leadership as a function of three elements, the leader, the followers and the situation. Secondly, a particular leadership scenario can be examined using each level of analysis separately. Although this is a useful way to understand the leadership process, we can have an even better understanding of the process if we also examine the interactions among the three elements.

A final important aspect of the framework is that leadership is the result of a complex set of interactions among the leader, the followers and the situation. These complex interactions may be why broad generalizations about leadership are problematic; there are many factors that influence the leadership process.

Difficulty: Hard
Hughes - Chapter 02 #51
Type: Knowledge

52. (p. 28) Explain the Leader-Member Exchange theory and its unique contribution.

Originally, Leader-Member Exchange Theory or LMX theory, was developed to describe two kinds of relationships that occur among leaders and followers and how these relationships affect the types of power used by a leader. One type of relationship is characterized by a high degree of mutual influence and attraction between the leader and a limited number of subordinates. These subordinates belong to the in-group and can be distinguished by the high degree of loyalty, commitment and trust they feel toward the leader. The other subordinates belong to the out-group and leaders typically use different forms of power and influence in interacting with in-group or out-group members.

The unique contribution of LMX theory is that it looks beyond just the personal characteristics of the leader or the characteristics of the situation or an interaction between the two, by looking at the nature of the relationship between the leader and his or her followers.

Difficulty: Hard
Hughes - Chapter 02 #52
Type: Knowledge

53. (p. 37-39) Briefly define Rosener's concept of interactive leadership and explain its development.

Research by Rosener identified several differences in how men and women described their leadership experiences. While men viewed leadership as an exchange with subordinates for services rendered, women helped subordinates develop commitment for broader goals than their own self-interest and described their influence more in terms of personal characteristics like charisma and interpersonal skill than mere organizational position. Rosener called it interactive leadership. Their leadership self-descriptions reflected an approach based on enhancing others' self-worth and believing that the best performance results when people are excited about their work and feel good about themselves. Rosener concluded that this interactive leadership style developed due to these women's socialization experiences and career paths. The social role expected of women has emphasized they be cooperative, supportive, understanding, gentle and service-oriented. As they entered the business world, they still found themselves in roles emphasizing these same behaviors. They found themselves in staff, rather than line positions and in roles lacking formal authority over others such that they had to accomplish their work without reliance on formal power. What they had to do, in other words, was employ their socially acceptable behavioral repertoire in order to survive organizationally.

Difficulty: Hard
Hughes - Chapter 02 #53
Type: Application

54. (p. 41-42) Compare and contrast leaders and managers in terms of the interactions they have with followers and situations.

Leaders create environments within which followers' innovations and creative contributions are welcome. They generally are more interested in the big picture of followers' work and tend to assess their followers' performance less formally and less in terms of specific criteria than managers and more in terms of holistic, personal, idiosyncratic or intuitive criteria. Leaders motivate followers more personally and through more personal and intangible factors. Leaders redefine the parameters of tasks and responsibilities, both for individual followers and for the entire group.

Managers are more likely to emphasize routinization and control of followers' behavior. This might be expressed in terms of greater emphasis on making sure followers conform to policies or procedures or in a tendency to assign narrower rather than broader tasks for followers to perform. Managers tend to assess their followers' performance in terms of explicit, fairly specific job descriptions. Managers motivate followers more with extrinsic, even contractual consequences, both positive and negative. Managers tend to accept the definitions of situations presented to them. When managers do change things, they would be more likely to effect change officially, through control tactics such as developing new policies or procedures.

Difficulty: Hard
Hughes - Chapter 02 #54
Type: Application

55. (p. 43) Compare and contrast technical problems and adaptive problems.

Some problems, even though complex, have expert solutions to them and experts who know how to solve them even if we do not. These are called technical problems.

But not all problems are like that. Some problems, by their nature, defy even expert solution. Some problems cannot be solved using currently existing resources and ways of thinking. In fact, it is the nature of such problems that it can be quite difficult even reaching a common definition of what the problem really is. Solving such problems requires that the systems facing them make fundamental changes of some kind. These are called adaptive problems. Whereas technical problems can be solved without changing the nature of the social system itself within which they occur, adaptive problems can only be solved by changing the system itself.

Difficulty: Hard
Hughes - Chapter 02 #55
Type: Application

c2 Summary

<u>Category</u>	<u># of Questions</u>
Difficulty: Easy	13
Difficulty: Hard	10
Difficulty: Moderate	32
Hughes - Chapter 02	55
Type: Application	3
Type: Comprehension	1
Type: Knowledge	46
Type: Vocabulary	5