

Chapter 2 Test Bank

Note: Questions are based on the key points in each chapter.

MULTIPLE CHOICE QUESTIONS

The Framework for Discussing Theories

1. The framework used for discussing theories in a comparative perspective asks five questions. Which of the following is not one of the questions?
- a. Which factors relate to motivation theory?
 - b. Which contingency factors does the theory explain?
 - c. Which style or styles does the theory emphasize?
 - d. What type of performance goals does the theory emphasize?

Answer: a
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Use of a Casual-Chain Model to Compare Approaches and Theories

2. Leader styles are at the beginning of the causal chain because they are:
- a. The first demonstrable action toward followers and the organization
 - b. Leader styles include all of the behavioral variables exhibited by a leader
 - c. They are of great practitioner interest
 - d. All of the above

Answer: d
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3. Contingency factors can be of two types; ideal conditions and strategies for success. Which of the following are considered ideal conditions?
- a. Moderating variables
 - b. Intervening variables
 - c. Leader expertise
 - d. Supportive behavior

Answer: b
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4. Which is an example of a moderating variable in the causal-chain model of leadership?
- a. Leadership characteristics such as traits
 - b. Subordinate characteristics such as task commitment
 - c. Leadership expertise in exercising a style
 - d. The power relationships of an organization

Answer: c
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5. Production efficiency and follower satisfaction are examples of _____.
- a. Performance goals
 - b. Behavioral variables

- c. Moderating variables
- d. Intervening variables

Answer: a
Page: 33 (implied)

Contingency Factors

6. Factors commonly included in major leadership theories under **leadership** characteristics include all of the following *except*:

- a. Trait and skill characteristics
- b. Behavior characteristics
- c. Leader's attributions of followers
- d. Leader's sense of commitment

Answer: d
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7. Factors commonly included in major leadership theories under **task** characteristics include all of the following *except*:

- a. External connectedness
- b. Role, task and organizational clarity
- c. Task clarity and complexity
- d. Task interdependence

Answer: a
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8. Factors commonly included in major leadership theories under **subordinate** characteristics include all of the following *except*:

- a. Follower traits and skills
- b. Task commitment
- c. Family commitments
- d. Follower's attributions of the leader

Answer: c
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9. Factors commonly included in major leadership theories under **organizational** characteristics include all of the following *except*:

- a. Power relationships and organizational design
- b. External connectedness
- c. Environmental uncertainty
- d. Culture of ethical considerations

Answer: d
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Types of Leaders

10. The _____ style is characterized by low leader control, and low leader goals and performance expectations.

- a. Directive
- b. Delegative
- c. Laissez-faire
- d. Combined

Answer: c

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11. When the leader lets subordinates know what they are expected to do, gives directions and guidance, asks subordinates to follow rules, and schedules the work activities, this is known as the _____ style.

- a. Directive
- b. Delegative
- c. Laissez-faire
- d. Combined

Answer: a

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12. When followers need an atmosphere of trust in the workplace, the leader should consider using the _____ style.

- a. Directive
- b. Supportive
- c. Participative
- d. Delegative

Answer: b

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13. The leadership style that emphasizes discussion and inclusiveness versus listening and empathy is known as the _____ style.

- a. Delegative
- b. Supportive
- c. Inspirational
- d. Participative

Answer: d

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14. The _____ style assumes low leader control, moderate performance goals and followers seek independence as a form of self-fulfillment.

- a. Directive
- b. Supportive
- c. Participative
- d. Delegative

Answer: d

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15. If a leader is seeking task improvement to emphasize high performance, the appropriate leadership style would be _____.

- a. Directive
- b. Supportive
- c. Achievement-oriented
- d. Participative

Answer: c

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16. A negative aspect of using the _____ style of leadership is the follower may become reliant on external vs. internal motivation.

- a. Achievement-oriented
- b. Participative
- c. Delegative
- d. Supportive

Answer: a

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17. One negative consequence of the _____ style of leadership is that it may reduce good suggestions, criticisms, and excessive confidence because the followers are in awe of the leader.

- a. Directive
- b. Inspirational
- c. Participative
- d. Strategic

Answer: b

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18. The _____ style of leadership focuses attention on organizational matters in the environmental context that contribute to organizational alignment, the ability to gain and retain resources, and the opportunity to gain comparative advantage in public settings.

- a. Directive
- b. Participative
- c. Strategic
- d. Inspirational

Answer: c

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19. The negative version of the _____ style is simply an excessive focus on external issues to the neglect of internal issues.

- a. Directive
- b. Collaborative
- c. Inspirational
- d. Strategic

Answer: b

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20. The _____ style is the use of two or more styles simultaneously in a single style, such as supportive and directive.

- a. Inspirational
- b. Collaborative
- c. Combined
- d. Strategic

Answer: c
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TRUE/FALSE QUESTIONS

The Framework for Discussing Theories

1. The framework for discussing theories asks: what performance goals tend to be achieved with what leader styles, under what conditions?

True (p. 31)

Use of a Casual-Chain Model to Compare Approaches and Theories

2. Contingency theories attempt to explain leadership in a uniform fashion regardless of the situation.

False (p. 32)

3. Under the casual-chain model, the contingency factors can be thought of as two kinds: intervening variables and moderating variables.

True (p. 32)

Contingency Factors

4. The range of contingency factors is limited in scope which allows an easy comparison of leadership theories.

False (p. 35)

Types of Leaders

5. The laissez-faire style tends to be identified in universal hierarchical approaches to leadership as the bottom or worst.

True (p. 36)

6. A directive style assumes high leader control, average (or above) performance expectations, a formalistic notion of motivation based on legitimacy of command, reward, and punishments.

True (p. 37)

7. When using the participative style, leaders make sure that followers feel good about themselves and feel valued in the work context by providing individual attention, soliciting information, and offering praise.
False (p. 38)
8. An achievement-oriented style assumes low leader control and at least moderate performance goals. The motivational assumption is that followers seek independence as a form of self-fulfillment.
False (p. 39)
9. An inspirational style uses intellectual stimulation to produce new ideas or to gain acceptance for new approaches, and to arouse contagious enthusiasm for the achievement of group goals.
True (p. 42)
10. A collaborative style is also used when leaders engage in building professional or local communities.
True (p. 45)

ESSAY QUESTIONS

Use of a Causal-Chain Model to Compare Approaches and Theories

1. Describe the use of the casual-chain model to compare leadership approaches and theories.

The generic causal-chain model of leadership that is used incorporates three factors that are common to leadership theories. These are leader styles, contingency factors, and performance goals. As an example the leader styles include all the behavioral variables exhibited by the leader. Contingency factors classify the ideal conditions (intervening variables) to accommodate universal theories. The contingency factors also compare the strategies for success (moderating variables) of a particular theory. The third factor is the performance goals of the theories. Performance goals (or variables) can include production efficiency, follower satisfaction and development, external alignment, and organizational change, among others. (Pages 32–33)

2. The text identifies ten generic leader styles discussed in the literature. While the styles are distinct enough to be separate categories and are relatively comprehensive of all leader functions, what are the three warnings does that author gives?

The first warning is that there is considerable overlap between the ten styles. The second warning is that very few leaders use a single style all the time. Most leaders will vary their styles when faced with different situations or contingencies. The third warning is that some of the ideal styles recommended in various leader theories are really fusions of two or more styles. In this text they are called combined styles. (Pages 45–46)

3. The laissez-faire leadership style occurs when the leader exhibits passivity or indifference about tasks and subordinates or purposely neglects areas of responsibility. This being the case, explain how using this style can be of benefit.

If a leader is overwhelmed by excessive job demands that cannot be simultaneously met, the laissez-faire style could be used to neglect the low-priority responsibilities for a period while attending to other more pressing concerns. Leaders who consider that their only job is to fix problems, crises, and scandals after subordinates have failed to carry out their duties properly; can appear to be the hero by seizing the initiative, fixing the problem, and punishing the innocent. (Page 36)

4. Discuss the people and task behaviors involved in the achievement-oriented style and identify some of the negative aspects of using this style.

In an achievement-oriented style, the leader sets challenging task goals, seeks task improvements, emphasizes excellence in follower performance, and shows confidence that followers will perform well. This is reflective of the task-oriented behaviors that include clarifying roles, informing, delegating, problem solving, and managing innovation and creativity. In terms of people behaviors, it includes consulting, developing staff, and building and managing teams. The negative aspects of using this style involve the nature of rewards. The followers can become accustomed to relying on external motivation and when that motivation ends, they may become passive. Also the reward-driven style may work well in sales and mass-production jobs because of the narrow task range and ability to tie results to individuals, it is less successful in professional jobs or when there is a group product. (Pages 41–42)

5. Is the combined style a fusion of styles or is it a series of rapidly alternating styles?

The combined style is the use of two or more styles simultaneously in a single fused style. An example of this would be the transformational leader who commands followers in a directive manner, but at the same time inspires them and stimulates their own personal sense of achievement. An example of rapidly alternating styles would be the supervisor who rotates a directive style to instruct and inform and then uses a supportive style showing concern and warmth in frequent consultations and a participative style in staff meetings and ad hoc problem solving discussions. This would indicate a range of styles being used, rather than a combined style. (Pages 45–46)